

# RECRUITER

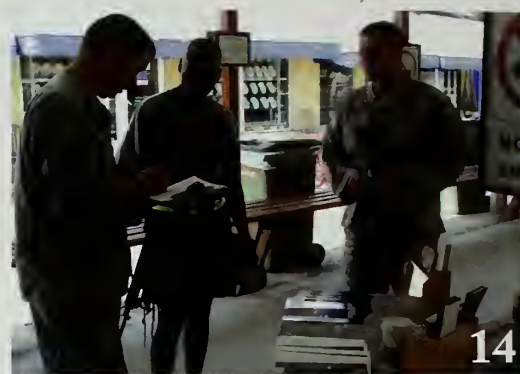
United States Army Recruiting Command December 2010

# Journal



**MR USAREC  
BIDS FAREWELL  
TO COMMAND**





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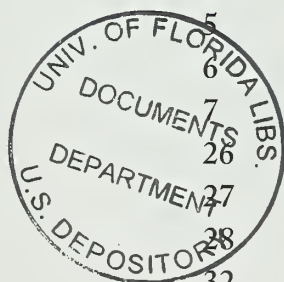
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ON THE FRONT COVER: Frank Shaffery, USAREC Deputy Director of Recruiting Operations, who retires this month with 46 years of service. Photo by Julia Bobick.  
BACK COVER: Courtesy of the ASB Branding and Supply Catalog



# FLARE RECRUITER Journal

**U.S. Army Recruiting Command**  
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## Farewell Mr. USAREC - You Will Be Missed

As the end of another calendar year comes to a close, so too does the distinguished 46-year career – both in and out of uniform – of a USAREC icon, Frank “Mr. USAREC” Shaffery, the Deputy Director of Recruiting Operations – at least for a few more days here in the headquarters on Fort Knox.

My predecessors faced the challenges of depleted entry pools, roaring economies and the lack of propensity to serve. I believe I have the greatest challenge of them all: replacing the irreplaceable, honoring the most honorable and paying respect to the most respected. I have to say farewell to Frank.

For those of you who know him – and I hope you all have had the opportunity to at least meet him or hear him speak – you know he has worked tirelessly for Soldiers and for this command. He was a recruiter in Baltimore, Harrisburg and Honolulu battalions and served two assignments as the Senior Enlisted Adviser for Recruiting Policy in the Headquarters, Department of the Army G1 at the Pentagon.

He is proud to still wear his Recruiter Ring today. He is a selfless servant and a man of integrity, but most of all, a champion for the young patriots seeking to serve their country in our Army.

Because of more than 36 years in recruiting, his recruiting expertise is highly sought after. He has influenced military recruiting business practices, policy and operations, to include language in the U.S. Code and other federal legal statutes that impact the recruiting process. Senior leaders across the Army

and within the Department of Defense, have seen USAREC and Frank as synonymous, never differentiating between the institution and the man.

Frank has devoted his entire adult life to making this command better; there is no one more loyal to USAREC than Frank. The two simple words, thank you, don't seem like enough. But his legacy lives on in this command not only through his work but also in the lives he has touched and those he has helped change through Army service.

On behalf of all those past and present who have served with and benefited from Frank's work in recruiting, I wish Frank and his wife, Connie, the best as they embark on a new adventure. You both deserve the best that “Life after USAREC” can offer.

On a final note, Ann and our family want to wish our entire USAREC family happy holidays and a wonderful new year. This is a special time of year – enjoy

the spirit of the season and make the most of your time with family and friends.

Also, keep your teammates in mind this holiday season. Not all of us have a close network of family and friends, so it's important to reach out to those who don't. Make sure no one on your team spends the holidays alone this year.

We all need to look out for one another and be ready to help others when they need it. I ask you to ensure everyone on the team knows help is available when they need it.

Hooah! Army Strong!

Happy Holidays!

Strength 6



Maj. Gen. Donald M. Campbell Jr.

### We want to Hear from Station Commanders

Recruiter Journal is holding a Year of the Station Commander Essay contest through October 2011. Station Commanders are encouraged to submit essays to the Journal to complement the monthly command information theme.

The next essay topics and deadlines are below:

February issue – “How does USAREC/the Army benefit from innovation and sharing good ideas/TTPs?” Deadline is Jan. 5.

March issue – “What does living the Army Values mean to me? How does living the Army Values benefit the Army/USAREC?” Deadline is Feb. 1.

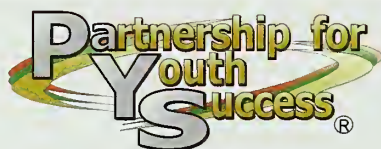
Selected essay(s) will be published in the Journal with the Station Commander's photo. In September 2011, one essay will be selected and the station commander will be recognized at the ALTC. Submit essays directly to julia.bobick@usarec.army.mil with a copy furnished to RCRO-PP via e-mail to G3ROAwards.

## Ensure Government Vehicles Have Winter Safety Kits

In geographic locations where recruiters have the potential for driving in extreme or adverse weather conditions, leaders must ensure all vehicles are equipped with a winter vehicle safety kit. Tailor the items to the geographic location, potential hazards (such as below freezing temperatures and isolation) and their risk assessment.

Winter vehicle safety kit contents may include, but are not limited to: blankets, reflective vest, poncho, candles, 12-hour light stick, waterproof matches, a small shovel, flashlight/battery, booster cables, nylon rope, hand warmers, 72-hour ration bar (3,600 calories) and extra water. The winter vehicle safety kit must be stored in the back seat of your vehicle in the event the driver gets stuck inside during an emergency. Funds to purchase items for the kit will come from your unit mission funds (questions regarding funding should be directed to your brigade budget officer).

It is a good idea to have Winter Safety Kits in personal vehicles, as well.



### New Partners

*For a complete partner list, visit [www.armypays.com](http://www.armypays.com).*

**359 - Syracuse PD - Syracuse Bn** - The Syracuse Police Department has more than 500 members and serves a population of approximately 141,683.

**360 - American Red Cross - Minneapolis Bn** - American Red Cross employees and volunteers help ensure the availability of a safe and reliable blood supply in the communities they serve. They hold more than 120,000 blood drives a year and collect lifesaving donations from more than 4 million people.

**361 - Bunzl Distribution USA Inc. - Kansas City Bn** - Bunzl Distribution supplies a range of products including outsourced food packaging, disposable supplies, and cleaning and safety products. Bunzl Distribution owns and operates more than 90 warehouses that serve all 50 states and Puerto Rico, as well as Canada, the Caribbean and parts of Mexico. Bunzl has 3,500 employees and more than 250,000 different supply items.

**362 - Regional Transportation Department - Denver Bn** - Denver RTD offers mass transit services via bus and light rail in the Denver area. Their service territory includes Denver and the neighboring counties of Adams, Arapahoe, Weld and Douglas. The RTD fleet includes over 1,000 buses and nearly 40 light rail stations and 35+ miles of track.

**363 - Cobalt Boats - Kansas City Bn** - Cobalt Boats is a privately owned boat manufacturing/repair company in business since 1970. They are located in the southeastern corner of Kansas. Job opportunities exist in assembly, lamination, research and development, engineering and other areas.

**364 - Sacramento Metro Fire District - Sacramento Bn** - Sacramento Metro Fire District is the largest district in the county of Sacramento and the 7th largest fire agency of the state. The District provides services through 42 fire stations and 750+ personnel to the residents of Sacramento County and the cities of Citrus Heights and Rancho Cordova.

**365 - Los Angeles Metropolitan Transportation Authority - LA Bn** - Los Angeles County Metropolitan Transportation Authority maintains a fleet of more than 2,600 buses that serve approximately 190 routes. About 1.2 million passenger boardings take place on a typical weekday. Metro's rail system spans about 75 miles and incorporates more than 60 stations; weekday boardings average about 260,000.

**366 - Aultman Health Foundation - Cleveland Bn** - The Aultman Health Foundation was created in 2006 to improve the health of the community through targeted grant funding. They raise and administer funds in order to support and promote education and wellness outreach programming that will improve the health of the community.

**367 - Cleveland Track Material Inc. - Cleveland Bn** - Cleveland Track Material Inc. is a full line manufacturer of railway trackwork and components. CTM has manufacturing facilities in Cleveland and Memphis, Tenn., to provide enhanced service to the Class I railroads, industrial and regional railroads and transits in the United States, Canada and Mexico.

**368 - Southern Company Services Inc. - Atlanta Bn** - With more than 4.4 million customers, Atlanta-based Southern Company is a leading U.S. producer of electricity and owns electric utilities in four states.

## Warrior Transition Course

Effective Jan. 1, 2011, TRADOC will no longer conduct the Warrior Transition Course. Basic Combat Training will be the method to train prior service personnel.

Reference USAREC Msg 11-038.

## ConAP Registration Online

The registration process for the Concurrent Admissions Program (ConAP) is available online at [www.futuresoldiers.com](http://www.futuresoldiers.com).

Reference USAREC Msg 11-034.

## Future Soldier Checklist

All Future Soldiers will be trained by the station commander or Future Soldier Leader on the nine mandatory tasks within the first 30 days of entering the Future Soldier Training Program. All training must be completed before the Future Soldier ships. Required training is available on the enterprise portal / ROS Tab / Recruiting Operating Functions Guidance.

Reference USAREC Msg 11-032.

## Future Soldier Shipping Requirements

Future Soldiers are required to have a bank account and a signed/completed SF 1199 when they ship. It is also recommended that all shippers have no more than \$50 on ship day for health and welfare in transit to the training base.

USMEPCOM issues vouchers for meals when required for shippers to eat while in transit.

All new Soldiers will be issued "Smart Cards" with \$250 on the first day of inprocessing at the Reception Battalion, which will be deducted from the Soldier's first pay, to be used to purchase items needed at the Post Exchange.

Reference USAREC Msg 11-031.

## GI Bill/College Fund Amounts Increase

Montgomery GI Bill and Army College Fund amounts were raised in October for Fiscal Year 2011.

Reference USAREC Msg 11-037.



## Station of Excellence Selection Criteria

The first Recruiting Stations of Excellence will be awarded in January, recognized at the brigade Semi-Annual Training Briefs (SATBs) and published in the February Recruiter Journal.

Stations will be selected based on the criteria below, published in the Command FY 11 Annual Awards Program Recognition Criteria memo.

### *Screening Criteria.*

Stations must meet all criteria:

- No substantiated misconduct
- No at fault accidents
- No substantiated RI's
- No negligent loss of laptop
- Must have a Facebook page

### *Centralized Evaluation Criteria*

Stations must meet 8 of the 10:

- Achieved Gross Mission
- Submitted an "acceptable" idea through the innovation programs
- Average PT score above 250
- Meets 6 of 8 FMR for MEDPROS
- In compliance with AR 600-9 (Overweight Program)
- All NCOES requirements met, enrolled, or scheduled
- Rolling 12-month FS loss rate < 10%
- Have had at least one FS "Team Building" event during rating period
- Have conducted at least one Joint Partnership event during rating period
- Must write 1 AR Prior Service or OCS contract
- MRB-Rolling 12-month OBLC No shows
- MRB-Have at least one Future Officer "Team Building" event during rating period

### *Local Evaluation Criteria*

Stations must meet 8 of the 10:

- In compliance with URAC policy
- In compliance with leader development policy
- Professional station appearance
- Conduct one community event per quarter
- Active on Facebook
- Active FRG
- Adhered to training schedule
- Adhered to time off policy
- No late PCS awards
- No late NCOERs



# Focusing on Team Excellence

## What Are You Doing to Make Your Team Better?

This is truly a special season to spend quality time with loved ones and celebrate the coming new year. While we should remember to tell them every day, this is the perfect time to ensure our families know how important they are, not only to us, but to the team. The Army could not succeed without them. USAREC families make countless sacrifices every day so their Soldiers can provide the strength for our Army. The CG and I have made a commitment to our families in the form of the Army Family Covenant, to ensure a quality of life commensurate with the level of service in this command. Cara and I extend our best wishes to the entire USAREC Team — Soldiers, Civilians, Contractors and Families — for the happiest of holidays and a prosperous new year, and say thank you for all you do to.

I hope by now you have all seen the criteria for the Station of Excellence award, put out last month by the G3 in the USAREC Annual Awards Recognition Categories and Criteria memo dated Nov. 18. Next month we will begin evaluating and recognizing stations that meet the criteria (printed at the left for those who haven't seen it).

This is the standard your teams should be working toward. It's not impossible, but it is going to take a whole team effort to earn this recognition. As you can see, it's not just about making mission. The first stations will be recognized starting in late January during the brigade semi-annual training briefs. If your station doesn't meet the standard this time around, you should be thinking about what you are going to do to meet — or exceed — it next time. I challenge each of you to ask yourself every day, "What can I do to make my team better?"

Last, but most certainly not least, this month we say farewell to a USAREC legend — the one and only Frank Shaffery, someone I have always affectionately referred to as 'dad.' What do I say about the old guy? He truly has seen and done it all in recruiting.

Frank has been a mainstay of USAREC. He's living proof that when you find the right person for a job and he or she can really get the job done right, it's an absolute home run for the organization.

The impact he has had on this command in the past 36 years can never truly be measured. In fact, I believe we will never fully understand the impact he has made: on the 79R career field, on the command and across the Army, as well as in the lives of the countless men and women he helped put into boots. That can never be captured in our history; it's just too big.

We will never be able to replace his knowledge, experience or candor, and we shouldn't be trying to. We simply must find someone who has the potential. He has been a leader, mentor and friend to so many, and we will miss him.

Army Strong!  
Strength 7



Command Sgt. Maj. Todd Moore



# Giving Light to Shine in your Life

*By Chaplain (Lt. Col.) Thomas W. Cox*

**T**he month of December ushers in the Christmas Season and the Jewish Holiday observation of Hanukkah, also known as the Festival of Lights. Both religious holidays provide millions of people the opportunity to celebrate God's intervention on behalf of His people.

People experience this holiday season in a multitude of ways mainly influenced by their experiences. Many experience this season as a time of giving; to others, it represents faith and to some it's simply another holiday.

One perspective on the Christmas season can be revealed by looking back to the winter of 1864. It was a dark winter at Petersburg, Va. The Confederate Army of Robert E. Lee faced the Union divisions of Gen. Ulysses S. Grant.

The war had raged for three and a half long years and the glorious charge had long since given way to the muck and mud of trench warfare.

Late one evening, one of Lee's generals, Maj. Gen. George Pickett, received word that his wife had given birth to a beautiful baby boy.

Up and down the line the Southerners began building huge bonfires in celebration of the event. These fires did not go unnoticed in the northern camps and soon a nervous Grant sent out a reconnaissance patrol to see what was going on. The scouts returned with the message that Pickett had a son and these were celebratory fires.

It so happened that Grant and Pickett had been contemporaries at West Point and knew one another well; so, to honor the occasion, Grant, too, ordered that bonfires be built.

What a peculiar night it was. For miles on both sides of the lines fires burned. No shots were fired. No yelling back and forth. No war fought. Only light, celebrating the birth of a child. But it didn't last forever. Soon the fires burned down and once again the darkness took over.

The good news of Christmas is that, in the midst of a great darkness there came a light, and the darkness was not able to overcome the light. It was not just a temporary flicker. It was an eternal flame. We need to remember this, for if we do, it can provide us a new perspective about life and God.

There are times in the events of the world and in the events of our own personal lives that we feel that the light of the world will be snuffed out. But the Christmas story affirms that whatever happens, God's light still shines.

It is my hope that you will allow the simple truths of the Christmas/Holiday Season to bless your life. May you and your family have a very Merry Christmas and most blessed Holiday Season.



# STREAMLINING THE TARGETING PROCESS

By Capt. James Grymes & 1st Lt. Jeffery Mennicke  
Sacramento Battalion

As USAREC shifts from the traditional individual recruiting concepts to the team focused strategy, the method in which the staff functions must also change. The Sacramento Battalion staff has undergone a transformation in the products, procedures and organizational structure used to support the recruiting force. This transformation enables the staff to synch, plan and exploit opportunities allowing the unit to use minimal resources while reaping excellent return on investment (ROI).

The tool that drives the functionality of the battalion's targeting is the battalion campaign calendar. The campaign calendar provides an overview of all critical recruiting operations from USAREC to station level. This tool is used to facilitate coordination and deconflict issues in the battalion as well as with external sources. The calendar, kept on SharePoint to give access to every battalion NCO, maximizes predictability across the unit. It also enables the battalion to share among sister units, as well as Army Reserve and Reserve Officer Training Corps units.

The S3 and Future Operations Officer (FOO) are the key personnel responsible for putting data onto the calendar to ensure the product is accurate and events have been approved before being added to the calendar. The calendar also serves as a historical archive showing events in time and space which contribute to easy campaign planning.

The second aspect of the targeting process is the Fusion Team, which consists of the advertising and public affairs (A&PA) section, S2, education services specialist (ESS), led by the FOO.

This cell has a unique perspective because of the diversity of the people

involved. The A&PA section provides a wealth of knowledge on historical ROI, vendor negotiation, proper advertising, necessary media coordination and other public affairs matters. The S2 is able to provide details about area demographics and market share to coordinate for the largest ROI. The ESS provides an educa-

The key for the fusion cell however is communicating with the companies. The battalion conducts Fusion Meetings — where the true synergy occurs — biweekly via conference call.

During the meeting, event information such as expected ROI, key terrain, events inside the overall event, resources

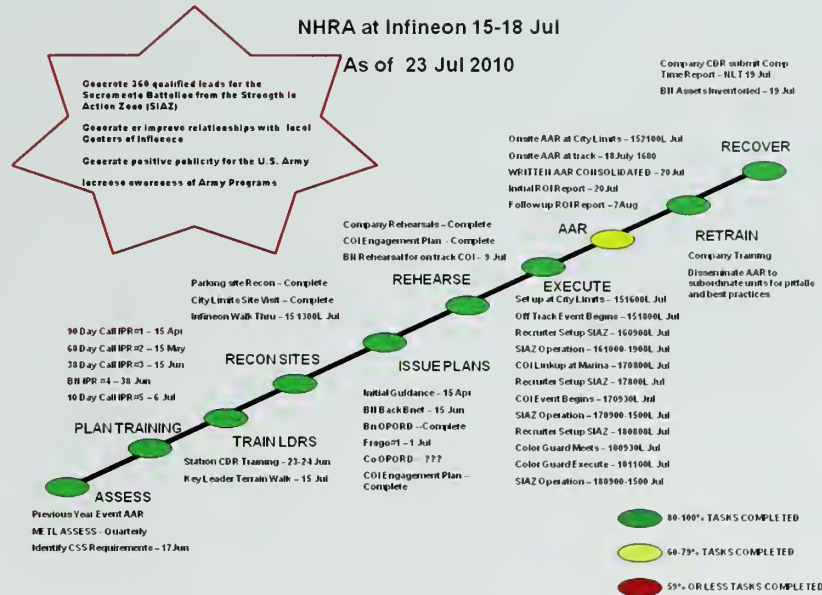
needed from battalion and any other key details necessary for the event are communicated and synched. This meeting provides the battalion commander an opportunity to express the commander's intent for each event to the company commander, as well as the Fusion Team.

For national assets and other high visibility events, the battalion uses a 10-Step Training Model by book ending the traditional eight-step model with the assess and recover steps (detailed at the left).

Once an event oc-

currs, an AAR is sent from the unit to the A&PA section, which reviews and logs the information provided. What is critical to the AAR is immediate ROI from the events. Immediate ROI is within the first 72 hours after an event; follow-on ROI data is gathered 21 days later in order to assess the flash to bang. This is compiled with other details including cost, resources used, force needed to conduct the event; this information is critical to the planning for follow on events. We can look at our largest ROI producing events and be sure to have them budgeted and in our marketing plan for the next year.

As we are becoming more immersed in technology and further removed from face-to-face interaction, we must not let technology substitute for personal communication. The personal interaction is essential for a successful targeting group; it requires individuals to remove themselves from the comfortable stove-pipe setup and open the lines of communications. It is at that time when a unit can operate at its maximum recruiting potential.



tor's point of view, as well as knowledge of the schools in the footprint and Centers of Influence (COI) who can assist in the planning or execution process. The FOO is able to provide a Soldier's point of view and input on the operational feasibility, as well as leadership for the Fusion Team.

Quarterly, the battalion holds a targeting meeting with the Fusion Team and company and battalion leadership (the Fusion Cell) to prioritize activities for the next quarter, including events, sponsorships and other opportunities. At the targeting meeting, the company commanders present the activities they would like resourced to the battalion commander for approval. The details of the commanders' presentations include expected ROI or end state, a plan of action and resources needed. After company presentations and the battalion commander's approval, the S2 and ESS provide supporting data and a prioritized recommendation is developed for the Fusion Cell to begin necessary movement on coordinating the events and resources needed for the companies.

# Highlanders' Unique Recruiting Missions

## Medical Recruiting Brigade

The Medical Recruiting Brigade (MRB) is a unique, one of a kind, organization established to recruit licensed/credentialed professionals, such as physicians, dentists, medical specialists, medical service specialists, nurses, veterinarians, chaplains, Special Forces and warrant officers.

The brigade's footprint equates to all of USAREC, and the battalions' footprints equate to those of a recruiting brigade, with the exception of the Special Operations Recruiting Battalion, which mirrors the MRB footprint.

### History

The only Army Medical Department (AMEDD) officer mission under the Recruiting Command before 1995 was the Army Nurse Corps; the other five Corps missions fell under the Office of the Surgeon General and the Office of the Chief, Army Reserve. The AMEDD recruiting strength consisted of noncommissioned officers who served with the enlisted recruiting battalions and companies across the nation.

These three separate entities, each with its own historic lineage, united Oct. 1, 1995, in a partnership that still exists

today: USAREC assumed responsibility for recruiting active and Reserve healthcare professionals for all six Corps. Synchronizing command and control, USAREC formed five medical recruiting detachments with both officer and enlisted recruiters.

A decade later, USAREC leadership directed the transition of the medical recruiting detachments to medical recruiting battalions. In 2006, the medical recruiting teams transitioned to medical recruiting companies.

In an effort to synergize AMEDD's recruiting efforts and create a single voice of authority regarding this special mission, the Medical Recruiting Brigade (Provisional) was formed and

assumed operational control of USAREC's AMEDD recruiting mission in April 2007, absorbing the Health Services Directorate (HSD).

The MRB 'Highlanders' formally activated Oct. 2, 2007, and assumed control of the five medical recruiting battalions, which include: 1st Medical Recruiting Battalion (MRBn) Patriots at Fort Meade, Md., responsible for the Northeastern U.S.; the 2nd MRBn Gladiators at Redstone Arsenal, Ala., responsible for the Southeastern U.S.; the 3rd MRBn Spartans at Fort Knox, Ky., responsible for the Upper Midwestern and Great Lakes region; the 5th MRBn Titans at Fort Sam

Houston, Texas, responsible for the Southwestern and Central U.S.; and the 6th MRBn Centurions at North Las Vegas, Nev., responsible for the Western U.S.

### Additional Special Missions Added

In October 2009, the MRB added to their core mission the responsibility for recruiting Special Operations Soldiers, Warrant Officers and Chaplains. MRB assumed operational control of the Special Operations Recruiting Battalion at Fort Bragg, N.C., and the Warrant Officer and Chaplain Recruiting Branches, both based at Fort Knox.

The MRB headquarters at Fort Knox provides the command, administrative, marketing, logistical and operational support to more than 600 recruiters stationed across a worldwide footprint.

### 'Allgood's Highlanders'

In 2010, the MRB requested and received the Unit Special Designation Allgood's Highlanders, in memory of Col. Brian D. Allgood, the highest-ranking medical officer to give his life for his country in the war against terror. Allgood was killed when the Black Hawk he was riding in was forced down by enemy fire and then ambushed northeast of Baghdad Jan. 20, 2007. He was known for his steadfast commitment to his Soldiers, patients, staff and Army families.

The MRB leadership adopted the Brigade Motto: 'Vigilant and Steadfast,' or 'Aireachail an Grunnndail,' in Gaelic.



## MRB Critical Areas of Concentration

### Chaplain:

-Roman Catholic Priests

### Dental:

-General Dentist, 63A

-Oral and Maxillofacial Surgeon, 63N

### Primary Care:

-Preventive Medicine, 60C

-Internist, 61F

-Family Physician, 61H

### Surgical:

-General Surgeon, 61J

-Thoracic Surgeon, 61K

-Orthopaedic Surgeon, 61M

### Behavioral Health:

-Psychiatrist, 60W

-Psychiatric Nurse, 66C

-Nurse Practitioner-Psych, 66C8E

-Social Work, 73A

-Clinical Psychology, 73B

### SORB:

160th Special Operations Aviation Regiment

-Aviators

-Non-rated crewmembers

### Warrant Officer:

Air Defense Artillery:

-Patriot Missile, 140E

Military Intelligence:

-Counterintelligence, 351L

-Human Intelligence Collection, 351M

Ordnance:

-Armament Repair, 913A

-Allied Trades, 914A



# Precision Recruiting

## *What Does it Really Mean?*

By Julia Bobick  
Editor

**P**recision. It's the key to the Medical Recruiting Brigade's success. But what does it really mean? Precision recruiting starts with getting the mission, according to MRB Command Sgt. Maj. Luther Legg, which comes from the Recruiting Command G3 from several sources, including the Office of the Surgeon General, U.S. Army Special Operations Command and the Chief of Chaplains.

Then it goes to the S2, who traces where the working populations and residencies are for the various specialties to determine where the market is for each of the specialties, whether medical, chaplain or any other of the brigade's more than 100 areas of concentration (AOCs).

Legg added that there are also various civilian agencies the Army coordinates with to help determine market locations, such as the American Medical and Critical Care Nurses associations. The brigade then assigns each mission to a battalion, which in turn assigns it down to the company and station level.

As an example, it can come down to one recruiting station out of 82 that has the brigade's make or break mission of one pulmonologist required by the Army this year.

"Obviously we can't have that single point of failure, so we have to surge assets to assist them, but we also have to make sure the rest of the brigade understands the particular skillset required for that AOC so that we can make sure everyone else is also on the lookout for it," Legg said. "By ensuring that every other battalion knows that mission exists out there, it makes it a little easier to ensure that we make all these individual missions."

Precision, whether in the MRB or non-prior service mission, is bottom line about filling a precise number of openings in the specific areas the Army needs filled, which greatly impacts Army operations, according to Col. R. Scott Dingle, MRB Commander.

The Army Medical Department (AMEDD), he used as an example, is about 400 positions short, some of those in critical medical specialties, which impacts the Army's ability to care for Soldiers and families.

"The impact of how we do precision recruiting is going to have second and third order effects from the point of injury ... all the way back to the hospital. It's incumbent upon us, as the Army's medical recruiters, to fill those shortages so the AMEDD can execute its mission. If we don't successfully execute precision recruiting, we will always have

shortfalls within the Army Medical Department."

But it's about recruiting for more than just medical specialties, according to Dingle. All their missions — just like on the enlisted side — are important to the Army. But in the Highlander Brigade, there are only about 600 Soldiers who recruit for some 150 different specialties: 96 areas of medical concentration, 40 warrant officer and 12 Special Forces categories, and three chaplain mission sets.

"That requires every leader — from myself and the command sergeant major down to the station commander and that [officer in charge] — to critically look at what they're doing and how they are doing it," Dingle said. "We have to achieve a precise number for each and every specific AOC."

Dingle is excited about the current year, expecting to greatly benefit from the additional emphasis on precision

**“ If we don't successfully execute precision recruiting, we will always have shortfalls within the Army Medical Department. ”**

— Col. R. Scott Dingle  
Commander, Medical Recruiting Brigade

recruiting at all levels, as well as the greater synergy with the enlisted recruiting brigades.

He asks leaders across the rest of the command not to forget the Highlander Brigade — whether medical, chaplains, warrant officers or Special Forces.

"If you forget about us, it's hard for us to get in the game," he said. "But if you remember us up front in the planning cycle then we can make sure we have the right folks there at the right place, right time. We can now give those prospects the full complement of what the Army offers."

Legg added that synergy goes both ways. It's equally important for enlisted recruiters to know what qualifies someone to come into the MRB's areas of concentration as it is for MRB recruiters to refer to enlisted recruiters those applicants who don't meet officer qualifications but still want to serve.

Recruiters today really are determining what is best for the applicant based on his or her individual qualifications — entry as enlisted or officer — and handing off those who would be best served by going a different route, according to Dingle.

"It is one team, one fight," Dingle said. "It's very important that we always synchronize our efforts — it just makes a greater impact when we represent the Army as a team."

# NPS vs. AMEDD

## Easier, Better, Different or Really Just the Same?

By Julia Bobick  
Editor

Medical recruiting's been called "Club AMEDD" and "easy" recruiting. But to those who've worked both enlisted non-prior service (NPS) and medical recruiting, one isn't necessarily easier or better than the other, and they are different, yet fundamentally the same.

"Recruiting is recruiting no matter where you are," said Sgt. 1st Class Jorge Larez, the San Antonio Medical Recruiting Station (MRS) commander who spent four and a half of his 10 and a half years in recruiting as an enlisted recruiter. "We still use the same tools and rules of engagement, but we have a very specific recruiting market."

"You can't just find a doctor hanging out at the mall," said Larez, who admitted that it's the challenge of the additional planning and targeting to find the right, most qualified people that he enjoys so much.

Doctors and other medical professionals have the same basic questions as a high school senior, but on a whole different level, according to Sgt. 1st Class Jeffrey Cole, Dearborn, Mich., MRS commander.

They still want to know, "What's in it for me?" but that usually translates to residencies, research opportunities and student loan repayment in the hundreds of thousands of dollars. And sometimes the answer is, "Nothing. We need you," said Cole, who spent six years as an enlisted recruiter and now four years as an AMEDD recruiter. It's often tough for the Army to compete with what civilian agencies and private practice can offer.

"We deal with professionals who are usually established in their own practices," said Sgt. 1st Class Brent Reynolds, MDW

Medical Recruiting Company master trainer. "Yes, we offer great incentives, but sometimes an applicant gives up much more to put on the uniform. Not everyone will make the commitment to commission, but you can't take the rejection personally."

Reynolds, who spent seven years as an enlisted recruiter, said there is "no greater feeling than assisting medical students in applying for [a health professions scholarship], informing them they were selected and seeing the excitement on their faces when they commission as second lieutenants."

It's the same rewarding feeling NPS recruiters get when they help someone achieve their goals in the Army.

***"Recruiting is recruiting no matter where you are."***

*— Sgt. 1st Class Jorge Larez  
Station Commander, San Antonio MRS*

"Just like everything else in life, you reap the rewards of your efforts," Reynolds said.

While NPS recruiters serve as mentors and face the challenges of a faster daily pace, a very broad and young target market and a mission that renews every month, MRB recruiters have to find highly qualified individuals — many who already have established careers — in very narrow markets and operate at a slower pace tracking paperwork and approvals that can take weeks or up to months to complete for each applicant. Similar, yet different.

Cole said the key to dispelling myths and creating synergy between enlisted and MRB recruiters is communication: have an understanding of what each other does.

"The most important aspect is knowledge and awareness," Larez agrees. He said

it can be extremely helpful for a Medical Recruiting Brigade recruiter to give a class at NPS company training to educate them on MRB programs and opportunities. "It is a win-win situation."

When he went from the Baltimore Battalion literally down the hall to the 1st Medical Recruiting Battalion, Reynolds said he visited stations, handed out literature and discussed with enlisted station commanders and recruiters MRB's programs, as well as the grad alpha credit they would receive if a referral commissioned into the Army Medical Department.

When he's out and about, Cole said he runs into all kinds of people and many times he says, "Hey, I can't help you, but this guy can."

Cole, whose wallet is full of business cards of all the recruiters in his area, said he ensures they all know who he is and what he can do for them — and vice versa — and always follows up with them on referrals.

Reynolds added that it is good to involve the NPS station in the commissioning process of their referrals whenever possible.

"I received a referral from an NPS station who was selected for [the Health Professions Scholarship Program]. I conducted the commissioning at the NPS station so his family could attend, and had the company commander administer the oath. This let the NPS recruiters see their work wasn't in vain."

Larez' advice to enlisted recruiters: "If they even think a person would qualify for one of our programs, they should refer them to the local AMEDD recruiter for determination."

Bottom line, all recruiters have the same mission — to find qualified people to meet the specific needs of the Army.

"We can all help each other if we know how," Cole said.



# Army's Health Professions Scholarship Program Enables Students to Focus on Education Despite Challenging Economy

Medical Recruiting Brigade

**D**uring Fiscal Year 2010, the Army awarded health professions scholarships to 497 students, including 290 medical students and 133 dental students, covering the costs of about \$24 million in tuition alone.

The F. Edward Hebert Army Forces Health Professions Scholarship Program (HPSP) is available to qualifying students who wish to earn professional degrees from accredited medical, dental, optometry, veterinary, psychiatric nurse practitioner, and clinical or counseling psychology programs. The Army will pay 100 percent of a student's tuition, plus costs for required books, equipment and most academic fees. Qualifying medical and dental students are also eligible to receive a \$20,000 sign-on bonus.

"In a time of economic uncertainty, young health care professionals should carefully consider their options before assuming significant debt to finance their education," said Col. Scott Dingle, Medical Recruiting Brigade commander. "Through the HPSP program, Army Medicine has helped finance the education and training of thousands of health care professionals across the United States."

For many students seeking a career in health care, student loan debt and qualifying for loans are serious issues preventing them from pursuing advance degrees. Graduates who finance medical school face an average debt of nearly \$150,000, according to a 2010 survey by the Association of Medical Colleges. Additionally, more than one-third of medical school graduates are also burdened with undergraduate educational loans.

For example, 2nd Lt. Sam Swainhart, a third-year student at University of Kentucky College of Dentistry who received an HPSP scholarship in 2008, knew he would face at least \$150,000 debt upon graduation. He said he was hesitant to explore the scholarship but is thankful he did.

"Once I was informed, got the information and asked some good questions, it was a no-brainer. It's a great way to start your career, and it's a great way to pay for your education, especially in these uncertain times," Swainhart said, estimating the annual benefits of his scholarship at \$70,000.

Besides full tuition and costs for school related fees and books, the program provides students with a monthly stipend of \$2,060 for 10 and a half months of the school year. In addition, students serve on active duty for 45 days per year, during which they receive the pay and benefits accorded a Second Lieutenant in the U.S. Army.

The scholarship can be used at any accredited school in the United States or Puerto Rico. Current scholarship students are attending an extensive list of schools including Harvard, Vanderbilt and Duke Universities.

Upon graduation and entry to active duty as an officer, health care professionals receive increases in salary and opportunities for a broad range of residencies, fellowships and special pay incentives, in addition to healthcare, housing, travel and leadership opportunities.

More information about HPSP is at [www.goarmy.com/amedd/hpsp.jsp](http://www.goarmy.com/amedd/hpsp.jsp).

## MRB Company & Team Contacts

### Medical Recruiting Companies

Military District of Washington .....	(301) 937-2013
Boston .....	(617) 268-0683
New York City .....	(718) 630-4187
Pittsburgh .....	(412) 281-2637
Atlanta .....	(678) 422-5181
Nashville .....	(615) 902-6056
Orlando .....	(407) 482-4125
Minneapolis .....	(952) 888-0238
Chicago .....	(708) 679-9360
Columbus .....	(614) 865-1549
San Antonio .....	(210) 403-0517
Kansas City .....	(913) 663-3818
Houston .....	(713) 666-2574
Denver .....	(303) 873-6094
Los Angeles .....	(562) 495-1209
Seattle .....	(253) 838-2875

### Special Operations Companies

Company A .....	(706) 545-1757
Company B .....	(270) 956-4595
Company C .....	(253) 966-8862
Company D .....	(910) 396-5253
160th SOAR .....	(270) 798-9819

### Chaplain Recruiting Teams

Northeast .....	(410) 730-8026
Southeast .....	(770) 961-9403
South Central .....	(817) 633-3709
North Central .....	(847) 688-7268
West .....	(818) 609-8621
Special Categories.....	(410) 730-0129

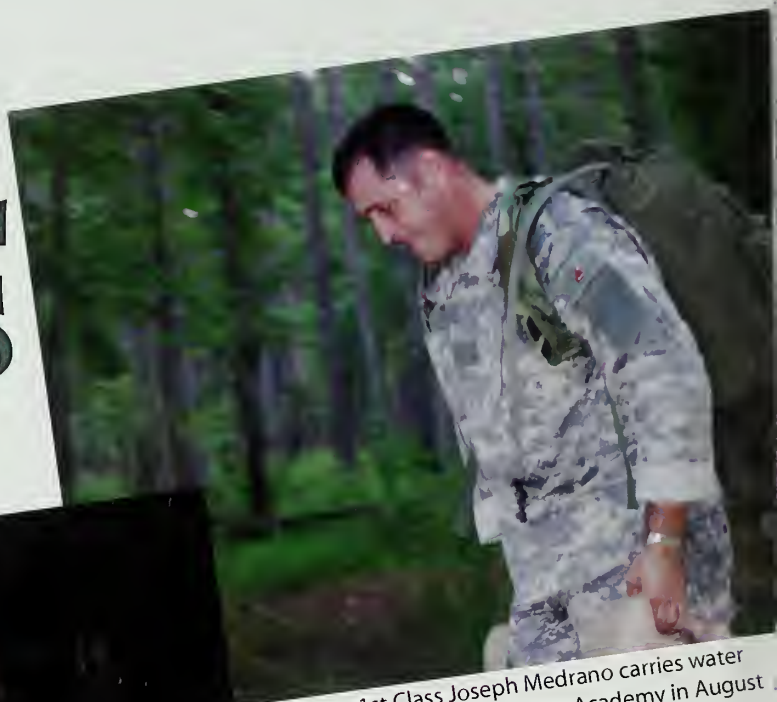
# A Rewarding Challenge

# Recruiting SPECIAL FORCES



SGT 1ST CLASS ROBERT SEIGEL

Sergeant 1st Class Brian Marvin moves between Forward Operating Bases on a UH-60 in July during his last recruiting mission in Afghanistan. During that trip, which ended Sept. 4, he found 30 possible candidates.



Sergeant 1st Class Joseph Medrano carries water cans during the New Recruiter Academy in August 2009. The annual week long training gives new recruiters to the Special Operations Recruiting Battalion the opportunity to experience the level of fitness Special Forces Soldiers must maintain.

By Fonda Bock  
Associate Editor

**R**ecruiting is fun! What an awesome job! You don't hear that often. But that's exactly how Sgts. 1st Class Brian Marvin and Joseph Medrano feel.

"It's really an exhilarating job," said Marvin. "We have a lot of fun doing what we do and working in a professional environment. It's just very rewarding."

"I've never been in a unit that had higher morale," said Medrano. "Everybody that's here, they want to be here."

Marvin and Medrano recruit for the Special Operations Recruiting Battalion (SORB) based at Fort Bragg, N.C., with duty at Fort Campbell, Ky.

Marvin travels around the world looking for commissioned and warrant officers to fly helicopters to become Night Stalkers



for the 160th Aviation Unit. Medrano recruits for Special Forces, those who want to become airborne, snipers and Green Berets.

Like all recruiters, Medrano and Marvin work 40-50 hours a week, spend a lot of time reaching out to prospects in person and through email, following up with applicants and taking care of the administrative details. The difference is, they only do in service recruiting, so to find candidates, Medrano reaches out to battalion and brigade commanders much like regular recruiters reach out to high schools and colleges. Marvin spends about half his time traveling around the world pitching his brief to aviators.

"We're both looking for mature, confident, experienced individuals that are looking to be part of a team — a special operations unit," said Marvin. "With Joe, they don't have to already have experience, but I'm looking for aviators that already have flight experience that want to pinnacle their career and reach the next step."

For Special Forces, Medrano's criteria aren't as selective.

"We're looking for any male Soldier — enlisted, noncommissioned officer or officer — with any MOS, physically fit, educated, quick thinkers and quick on their feet. We go to all units throughout the states and tell them they're the Soldiers we want and if they're not qualified we'll train them up and get them Special Forces qualified," said Medrano.

It's not that their job is not challenging, Medrano has to talk to about 10,000 Soldiers to fill 200 slots a year, and Marvin talks to about 500 pilots to reach his yearly quota of about 245, they just don't consider it stressful, and there's a difference.

"People have different levels of stress," said Marvin. "But as far as talking to somebody about something you love, I don't think that's stressful, I just think it's a rewarding challenge. When you get to talk to all those people and make sure everybody has the right information to make an educated decision."

Finding Soldiers who want to be in Special Forces is not really difficult; Medrano said the job pretty much sells itself. And finding those who can do it is not really difficult either. But finding candidates who can and want to do it can be challenging. Because the training is so rigorous and strenuous, a lot of people don't make the cut the first time around.

"We have a selection course once a month and if they don't make it, by either getting hurt or just not [being] selected, I like to encourage those guys to go back because a lot of injuries can happen out there. I love to see guys that fail but come back and train twice as hard, do it again and be successful. Those are some of my biggest accomplishments.

Finding qualified aviators is not a challenge for Marvin but finding willing candidates is.

"It's hard to find people who want to leave their comfort zone in a traditional

Medrano, who is Special Forces himself, fights the perception from spouses that their husbands are always deployed and that the divorce rate within this unit is higher than average. He claims his Special Forces Soldiers are deployed for six to eight months, and then are home for the same amount of time. And as far as the divorce rate, he tells applicants, "I've been married to the same woman since I was 19 and we've been doing this awhile, so if she hasn't left me, I think you're safe."

Both work with four-man teams who they credit for making their jobs easier. They love working for the SORB and say the level of professionalism displayed in the unit is unparalleled to any other unit they've worked in.

But it's not just that they find their jobs fun, they also find them very rewarding.

"I mean there's a lot of satisfaction when you see a guy that comes in for the first time, and then two or three years later

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*"People have different levels of stress, but as far as talking to somebody about something you love, I don't think that's stressful, I just think it's a rewarding challenge."*

— Sgt. 1st Class Brian Marvin

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Army unit where they may be at the top of the food chain. They'd be coming to a special operations aviation unit where no matter what their rank is, they'd be starting over learning a new mission in a totally different helicopter using totally different tactics than they currently use."

Some of their biggest challenges lie in overcoming the misinformation about their units. Marvin says there are rumors that aviators with the 160th are always deployed and don't have any time with their family, which he claims is false, saying Night Stalkers are away from home no more than half the days out of the year.

he comes back wearing a Green Beret," said Medrano.

"We get to see these guys come through the assessment," said Marvin, "and then we take a trip to Iraq or Afghanistan and we see them over there and we know we helped put them in that unit and they're doing great things for the nation."

Marvin is a 79R who's been in recruiting for 10 years, two of that with the SORB. Medrano is an 18F — a Special Forces intelligence and assistant operations sergeant. He's been recruiting for just two years and is going back into the Special Forces unit this summer.

# Recruiting on the Front Line

By Mark Brown  
*Special Operations Recruiting Battalion*

“Leading the right Soldier to the right path to continue the fight.” This is the motto of the Special Operations Recruiting Battalion (SORB), headquartered at Fort Bragg, N.C., with 17 recruiting stations that cover the globe. The success of Army Special Operations depends on the recruiters of the SORB to identify, assess, and recruit the right Soldiers for service in Army Special Forces (ARSOF).

From Kaiserslautern, Germany, to Camp Casey, Korea, and every Army base in between, these recruiters routinely pack up their equipment and take their message on the road to the tune of more than 1,000 total days each year. However, those are not the only places they go.

For the past two years, SORB recruiters have also been recruiting in Iraq and Afghanistan. While initially recruiting from Kuwait, recruiters have been based at Bagram Air Base in Afghanistan since January 2010.

The Special Operations Recruiting Battalion Forward Operating Detachment – Afghanistan (FOD-A) was established to maintain the continuity of recruiting operations while Soldiers are deployed. This includes meeting with Soldiers who have submitted a volunteer application for one of the Special Operations specialties as well as introducing other Soldiers to the opportunities available beyond their current occupation. Both recruiters and Soldiers are responding favorably to this opportunity.

“The Soldiers were always glad to see their recruiters so they could start or continue the process of an ARSOF career,” said Sgt. 1st Class Joseph Medrano, a Fort Campbell recruiter who spent several months working at the FOD-A Station.

Sgt. 1st Class Brian Marvin, a recruiter from the 160th Special Operations Aviation Regiment (Night Stalkers) echoed those sentiments.



Sergeants 1st Class Robert Villeneuve and Joseph Medrano speak with a prospective Special Operations Soldiers outside of the main PX at Bagram Air Force Base, Afghanistan.

“The aviators we met were happy to see us. Generally, it is the best opportunity for them to apply prior to redeployment.”

In addition to working with prospective candidates, the recruiters often meet with the influencers who assist the battalion with the recruiting missions. The relationship between recruiter and influencer is as important in the SORB as in any USAREC battalion.

Although it is developed at home station, the ability to meet with unit leadership while they are in theater is a huge advantage over waiting until they return from deployment and reconnecting with them.

Establishing and sustaining a fully functional recruiting station in a forward area is not without challenges.

Attacks by insurgents, coordinating flights for recruiters, shipping promotional and printed materials and arranging physical exams for Soldiers interested in Special Operations are just a few of the logistical issues that the SORB staff faces on a regular basis in Afghanistan.

However, according to one recruiter, most Soldiers expressed the same emotion upon seeing the SORB in Afghanistan: respect and admiration.

“They had more respect for us (the recruiters) when they saw us down range just like them. Seeing recruiters in a combat zone showed him that it must be a really important career path for us to be out there,” said Sgt. 1st Class Richard Villeneuve, a SORB recruiter who spent eight months away from his family.



# On Call for 18X

## Keeping Special Forces Applicants Motivated

*Story and photo by D. Charone Monday  
Columbus Battalion*

**W**ith the stigma that surrounds Special Forces training, many, if not most, of Recruiting Command's 18X applicants wonder if they will be able to complete the training and sew on the coveted Special Forces tab.

But recently, Columbus Battalion learned that a phone call can go a long way in helping keep an 18X applicant motivated, that is, a phone call to Battalion Commander Lt. Col. Matthew Carran.

It started when a station commander asked Carran if he would speak with one of the 18X Future Soldiers. Carran, himself a Special Forces officer, realized he could use his experience to openly and honestly answer the young man's questions. After he talked to the Future Soldier and saw that the call made the young man feel more comfortable about his decision, it convinced Carran to open up 18X phone calls to the rest of the battalion.

"Even though the recruiters understand the requirements and are capable of putting in an 18X applicant, the series is difficult to explain," said Carran. "It helps to have someone who has been through the training to fill in the gaps and instill confidence in the applicant that it's going to be OK as long as they prepare correctly and get their mind right."

A lot of what the phone calls accomplish is simply dispelling rumors — things they've watched on TV, seen in the movies, read in a book or heard from a family member.

"The biggest misconception about Special Forces is that people think they're born killers ... that they're looking to kill people, and to break things ... and that's probably farthest from the truth. Our main mission is for internal defense and that's working with indigenous forces in foreign countries. We build rapport, learn their language, study their culture and assist them in their national goals in their country. We work with small indigenous forces behind enemy lines in order to free the oppressed."

Rather than do a conference call, Carran normally talks to them one-on-one because they usually have a lot of personal questions. However, according to Carran, "We're looking toward having a monthly conference call where all the 18X Future Soldiers or potential applicants can come on board for the conference call and I'll explain the different missions the different personnel on an A-Team perform and then I'll field any questions they may have."

In order to make it easy for an applicant to reach Carran, they are given his contact information and told they don't have to go through the station commander or recruiter to speak with him. They can call or e-mail him 24/7. Most of them are older so he has to work around their work hours and be available all the time. He's received calls at all different times, but usually on the weekends.

"I can't express enough that our recruiters know how to put these guys in. They've done all the work ... they've prospected for them ... they find them ... they put them in ... I just help them out with building their confidence."



Columbus Battalion Commander Lt. Col. Matthew Carran answers an applicant's questions about Special Forces training. Providing 24/7 access to the commander proved successful in keeping 18X Future Soldiers motivated throughout the battalion area.

# Divide & Conquer

## How 3 Recruiters Successfully Cover Large Footprint

Fonda Bock  
Associate Editor

**D**ivide and conquer! That's how the three recruiters of the Specialist Corps Recruiting Team based in San Antonio, Texas, cover their 700,000-square-mile footprint that spans 10 states in the Midwest and South.

Stood up in October 2008, the 5th Medical Recruiting Battalion team specifically recruits occupational therapists, physical therapists, dietitians and physician assistants. Each recruiter is assigned a specific target group.

Registered dietitian Capt. Angela Slitzer is responsible for finding college students interested in the Army's graduate program in nutrition and doctoral program in physical therapy. Sergeant 1st Class Christopher Rybik is responsible for finding physician assistants and Sgt. 1st Class Daniel Fernandez recruits occupational and physical therapists. Application technician Dale Lentz processes the paperwork.

The objective of the team is not just to find qualified professionals in these fields but to find the best qualified, because what the Army needs is not just general practitioners, but those medical professionals who can help injured Soldiers with rehabilitation, according to Pete Rocha, advertising and public affairs specialist for the 5th MRBn.

"It's all about precision recruiting," said Rocha, "having a clear cut focus, knowing exactly what you need and where and how to get it. This small, elite team consists of subject matter experts in this recruiting field."

Rocha adds, all are certified through the Army's Health Care Recruiting Course and all are thoroughly knowledgeable about the programs and benefits the Army has to offer potential applicants.

The quota this fiscal year for the team is 19. Out of that, Rybik has to sign six PAs. To find that half a dozen, Rybik said he may talk to thousands of candidates.

"When you're looking for the best of the best," said Rybik, "it's like looking for a needle in a haystack." Fortunately, the team has a pretty good idea where those needles are.

Rybik does presentations at PA conferences, colleges and universities, sends out mailings and coordinates with schools and physician assistant organizations to get the word out about Army opportunities. Since October he's presented at three conferences and three colleges.

Once a candidate expresses an interest, it takes about six months to collect and process their paperwork because all of their

education, work experience and licenses have to be verified.

"I had a guy I met at a PA conference with about 19 years of prior service — 54 years old. Doing his packet was like pulling teeth. He had been in the Marine Reserves, Air Guard, Army and Navy Reserve and Army National Guard. He went to six different colleges and lived multiple places. I had to verify his licenses everywhere he worked. He had six DD214s (records of service). It took six months just to get all his stuff together."

Currently Slitzer is working on 50 different applications, which Rybik described as "admin hell."

"One of the ways I deal with it is to prioritize," said Slitzer. "I deal with the most important things first [and] my applicants are always my highest priority. I also have good time management skills."

Then there are the challenges of keeping applicants motivated through the long application process, and trying to convince those who can potentially make hundreds of thousands of dollars in the civilian world to commit themselves to the Army for a few years for less money and during a time of war.

"First and foremost, we're looking for someone who wants to serve their country," said Rybik. "We talk about passion and service to country, having great pride in what we do and the

camaraderie of being in the Army. We give them a tour of Brooke Army Medical Center to let them see how we're working with wounded Soldiers. When they come on tour and get to see for themselves, it's hard to say no. We tell them this is what the Army is all about, this

*"We tell them this is what the Army is all about, this is what we're here to do and this is how you can fit in. We don't sugarcoat anything."*

— Sgt. 1st Class Christopher Rybik

is what we're here to do and this is how you can fit in. We don't sugarcoat anything."

Slitzer responds promptly to applicants' e-mails and phone calls and believes that's key.

"I make sure we are communicating often and that they understand each step of the process. I enjoy going out to schools and doing presentations and telling my Army Story. I am very excited to be in the Army and love what I do, so it comes across to my applicants and that makes them excited and motivated."

It always takes a few of years to measure the return on investment, but Rocha believes the quality of candidates is getting better.

"Years past, we boarded applicants who were usually were selected by virtue of being fully qualified. Now the board selects only those they feel are best qualified to meet the needs of the Army."



FROM RECRUITING'S FRONT LINES  
TO SHAPING COMMAND POLICY AND OPERATIONS

# *Distinguished Career Comes to a Close*

Story and photos by Lisa Soule, 2d Medical Recruiting Battalion

**A**rmy recruiting really hasn't changed in the past 36 years. While many might balk at that statement, for Frank Shaffery, who started recruiting in 1974 and has been in Recruiting Command since, it's absolutely true.

"The technology has changed," Shaffery acknowledged. "But you still need someone to shake somebody's hand and ask them to join the army. Recruiters still have that purpose."

Shaffery, who is the deputy director of USAREC's Recruiting Operations, earned much of his experience on the front lines of recruiting policy and operations. But he has been in the trenches too. After enlisting as a machinist and later transitioning to a track/wheel mechanic, he served in Vietnam, Korea, the Philippines and Guam.

Shaffery is retiring from his position next month. Many of his friends and colleagues call the move an end of an era.

"Frank is U.S. Army recruiting," said 6th Recruiting Brigade Deputy Commander Col. David Gilbert. "He knows our business, from the policy to the people we enlist, better than anyone."

**“ You still need someone to shake somebody's hand and ask them to join the Army. ”**

— Frank Shaffery  
Deputy, Recruiting Operations

Shaffery's first foray into recruiting came at the behest of the revered "Old Soldier," retired Sgt. Maj. Raymond Moran, who is well-known in recruiting circles and for whom the Recruiting Hall of Fame was named.

"He was my re-up NCO," Shaffery recalled. "He offered me an opportunity to come on recruiting duty and I accepted."

Shaffery was a recruiter in Baltimore and was later assigned to Okinawa, the Philippines and Guam before returning stateside to the Harrisburg, Pa., Battalion. As a sergeant major, he was selected as the senior Army Recruiting Policy NCO and served in this position twice at the Pentagon. Shaffery also served as the Baltimore Battalion command sergeant major in the same battalion where he started his recruiting career. He retired from active duty in 1994 and has since worked at USAREC headquarters.



As the operations deputy, Shaffery said he has the opportunity to work closely with recruiters – and that they have a special place in his heart.

"I love recruiters. A good recruiter helps people succeed."

He has seen USAREC change over the years, watching as the culture evolved from what some called a "toxic environment" to one with a more focused concern about recruiters' well-being. As he prepares to leave the command, Shaffery weighs in on topics on which he has voiced concerns over the years and that remain important to him and to the future of recruiting.

# Weighing in on Waivers, Quality, Test Scores

THROUGHOUT HIS 36 YEARS IN RECRUITING COMMAND, FRANK SHAFFERY HAS WITNESSED CHANGES IN POLICY, COMMAND CLIMATE AND OPERATIONS. AS HE PREPARES TO DEPART USAREC, SHAFFERY SPOKE CANDIDLY WITH THE RECRUITER JOURNAL ABOUT SOME OF THE MOST DISCUSSED ISSUES WITHIN THE COMMAND.

**RJ:** You have strong opinions about people in Test Score Category IV, or those who score below 31 on the qualification test. Can you explain your position?

**FS:** The enlistment of “Cat 4s” has always bothered me, but not for the reasons you would suspect. I am fully aware of the implications of taking too many Soldiers who may not possess the skill sets to be trained in many of our high tech occupations. But I also note that many of the Cat 4s we take have higher line scores than some of those scoring in the upper half of the test. I would submit that in many cases, those with a low qualification score are fully qualified for many of the vocational occupations that we have a need for. I think the Army must do a better job at “screening in” rather than “screening out” applicants who are lumped into various categories just because of an education credential or test score.

**RJ:** Are there any changes on the horizon that might address this concern?

**FS:** We are currently looking at TAPAS (Tailored Adaptive Personality Assessment System) and that has provided some early indicators of success that could lead to eliminating education categories and AFQT restrictions. I think we all would admit that we have met applicants who are highly motivated, would complete training and be a great asset to our Army. I know many of us would rather have a person who may have scored low, is a high school diploma graduate and walks into the station and asks to serve his or her country rather than some applicant who scored high, but asks for cash incentives, a glamorous MOS or they will decline. It’s really about the right person for the right MOS at the right time. We just need to better define the right person. I do believe we are headed in that direction.

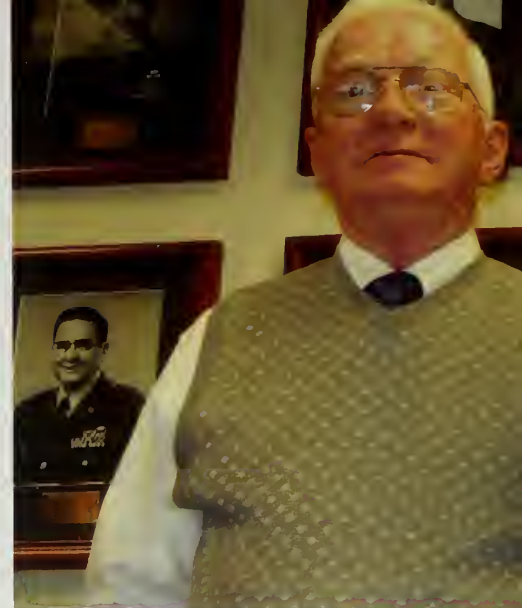
**RJ:** You often cringe at the word quality, why is that?

**FS:** I hate the term “quality” when we refer to the number of accessions and quality marks. Each and every number we report represents a human being who volunteered to serve their country. Every one of them is a quality Soldier, at least until such a time as they do something that makes us think they are not. The term quality is used in a context that describes the year’s attributes of enlistees. How many high school graduates, how many scored 50 or greater and how many Test Score Category 4s you have accessed is measured every day. These are the “marks” of quality. I say the mark of quality is stepping forward and volunteering to serve. Again, I fully appreciate the intent and why we must meet these gates.

**RJ:** Felony waivers are another issue that gets you going. Why are you so adamant in speaking out about them?

**FS:** My biggest complaint about the way the Army was perceived when we were qualifying applicants with a waiver was that when the average person hears the term “felon” it conjures up old prison movies and guys in striped jump suits peering through cell bars. This view is far from what we actually see in our waiver process. The majority of our waivers that are referred to as felony waivers are actually juvenile adjudications. The manifest purpose of adjudication as a youthful offender is to aid in the rehabilitation of juveniles who have been determined to have engaged in misconduct. There are as many forms of these alternative programs as there are states.

I have been in this command longer than most and I can unequivocally state that I have never served a commander who directed or inferred we should approve waivers just to meet our mission requirements. It has been quite the opposite. Every CG I have served with has always viewed the waiver process as a commander’s



program. It is the commander’s responsibility to review and make a determination on the potential of an applicant to serve in the Army with little risk to the good order and discipline required. I can sleep at night knowing our Army was not lowering standards. We have a system in place that allows us to qualify someone who may have made a mistake in the past but has demonstrated to have overcome his or her mistakes.

**RJ:** How will you think of USAREC after you leave?

**FS:** I will miss working with the USAREC team, the people. I truly appreciated each and every day I had in this command. I still feel the excitement at the end of each phase line when I get calls from the field telling me they had “made box,” a term still used by many to signify success. I always believed in our field force, I never underestimated their ability or questioned their integrity. I am proud of what this command accomplished year after year, even when the environment wasn’t as propensed. I see USAREC headed toward a major culture change in FY 11, new technology, Pinnacle expansion, hometown shipping, iPads, Biometric Identity System across the command and a step closer to less brick and mortar ... we will head toward online ASVAB testing, local physical examinations and enlistments occurring at the recruiting station/center rather than MEPS. It may not all be completed in FY 11, but this will be the year we see the foundations becoming solid and the path to full implementation of various pilots and projects paved. I will miss being a part of the change, but I hope I contributed to the blueprint in some way that makes all of this possible in the future.





Frank Shaffery stands before the wall of photos showing past USAREC Commanders, many with whom he recalls serving.

*I walked into Frank's office a couple of weeks ago to say hello and confirm a rumor of his leaving and he uttered something I thought I would never hear him say, "Short!" he declared. Suddenly, his legacy hit me, as I remembered thousands of conversations we have had about this command that we both love dearly. Many will miss his candor, advice and exceptions granted (especially for the closed categories). As for me, simply put, I will be missing a true friend and the greatest Recruiter that the Army has ever known. God bless and good luck.*

—Chuck Tomberlin  
3d Brigade Operations

*During the past fast and exciting 37 years, [retired] Sgt. Maj. Frank Shaffery and I shared a special friendship. He is well known throughout USAREC for always being available to young recruiters, for mentoring and his keen ability to help when a problem arises. From Fort Meade to the Pentagon to Fort Knox, he and his wife, Connie, have helped to provide the strength for our great Army. From his rookie recruiter days to the present, his blonde hair may have changed to silver, but his positive mental attitude in life continues. I personally respect him and consider him as the most admirable recruiter that I proudly call my friend.*

— Retired Sgt. Maj. Raymond Moran

*Frank Shaffery has been absolutely incredible. He has been a mentor to the most senior among us. We have looked to him for his sage advice and for his support in our many recruiting efforts. His decades worth of experiences have benefitted the command toward ensuring mission accomplishment. Frank has been there through the full journey of the All-Volunteer Army and more significantly through the two wars fought over the last nine years. I just could not imagine having faced our toughest times without him. He will always be appreciated and never be forgotten, a true giant among us.*

— Col. James Comish  
Recruiting and Retention School Commandant

## WHAT OTHERS ARE SAYING

*Frank is one of those individuals that are rarely found. His sincerity and passion for recruiting, the Army, Soldiers and Families is unmistakable. I knew no matter what change or environment the command was in that Frank would provide common sense and recommendations to get us through. I can't think of anyone that has dedicated so much of themselves or their being to anything. Definitely the end of an era in USAREC.*

— Command Sgt. Maj. Michael R. Horner  
5th Medical Recruiting Battalion

*Frank is U.S. Army Recruiting. He knows our business from the policy to the people we enlist better than anyone. Frank has always focused on taking care of others, making his bosses and fellow teammates look better without regard for himself or hope of personal gain. His sage advice, candor and keen insight will be missed, but not nearly as much as his friendly smile. God Bless you Frank and Connie for being part of our life.*

— Col. Dave and Kris Gilbert  
6th Brigade Deputy Commander

*Frank Shaffery is a dedicated and loyal leader who has provided accurate and timely advice to the highest level ranking military and civilian leadership both within the organization and with external agencies to include: OSD, HRC, TRADOC, AAC, USACC, FORSCOM, MEPCOM and Congressional Hearings. He has always exceeded our expectations and is without a doubt the subject matter expert in the field of recruiting.*

—Lt. Col. Ed Box  
USAREC G3

*Frank believes passionately that every recruit deserves a fighting chance. As a result he never said NO until all possibilities were exhausted. In my observations Frank Shaffery's extraordinary achievements have and will continue to make an impact on the sustainment of the all volunteer force for many decades into the future; his legacy will continue for decades to come.*

— Command Sgt. Maj. Maria Martinez  
Army Diversity and Leadership Office

# Recruiting Doctors – What Takes So Long?

By Julia Bobick  
Editor

In the best case scenario, it takes about 90-100 days to completely process a medical professional into the Army — but unfortunately for some the timeline is much longer, according to Marty Stubeda, director of USAREC's Health Services Directorate. It has been known to take upwards of two years to fully process and commission a doctor, but the average timeline for applicants who have waivers outside the command is about six to eight months.

Why is the timeline so long? It's complicated. Everything from scheduling a physical, which can be a challenge when working with someone who has a busy single private medical or dental practice, to gathering and reviewing the requisite paperwork — some 40 to 50 documents in the average medical board packet — adds time to the processing timeline. Medical and age waivers, which are common for the older applicant population medical recruiters are typically working with, also lengthen the process.

What makes it complicated is that there are many actions taking place simultaneously — and the recruiter has to track them all.

The applicant and his or her schedule drive the initial timeline, according to Stubeda. A recruiter works with the applicant to schedule and complete a physical, gather the paperwork required for the board and provide a curriculum vitae that is sent to an Army consultant (designated for each medical specialty by the Army Medical Department) to ensure the applicant is professionally licensed/qualified and make an initial rank determination. Professional qualification and rank determination must be completed before the board, which also reviews the individual's work history, letters of reference, transcripts and licensure.

In addition, each person entering the Army in the grades of captain and below must be approved by the Secretary of Defense, and those entering in the grades of major and above have to be confirmed by the Senate, Stubeda said. This action alone, called a scroll, can take eight weeks to get Defense Department approval and about six months for the Senate confirmation, a non-negotiable process required by law that starts about the time the applicant passes the physical. The only person

who can approve individuals to come in at the grades of lieutenant colonel and colonel is the Assistant Secretary of the Army for Manpower and Reserve Affairs.

All of these steps also take legal reviews at every level, he added, to ensure we are getting the right people.

"We are always looking for places where we can do better, become more efficient and eliminate redundancy — especially at the headquarters level, while ensuring that we are always bringing in someone who is professionally qualified," Stubeda said.

On average, Stubeda said it takes about 30 days just to get a packet ready to go before the selection board. Boards review the applicants and select the best qualified individuals for the available openings. Some fields are much more competitive than others, Stubeda said. As an example, he said the veterinary board in April will likely review about 150 packets for 45 scholarships.

"The good news is we get high quality officers, the bad news is 100 people have to be told, 'You're qualified, but unfortunately there are people more qualified,'" he said, adding that it's a lot of work for recruiters to pull all the packets together, and it can also be difficult turning away those who were not selected.

Recruiters are identifying applicants and backwards planning processing timelines to match up with the scheduled USAREC boards for each medical specialty, a few of which happen only once or twice a year. The board schedule is set well in advance of

the start of each new fiscal year to ensure all recruiters know when applications are due for the various specialties. In addition, some board dates are tied to specific officer basic course start dates, and other board dates, such as for clinical psychologists, are tied to national boards external to the Army.

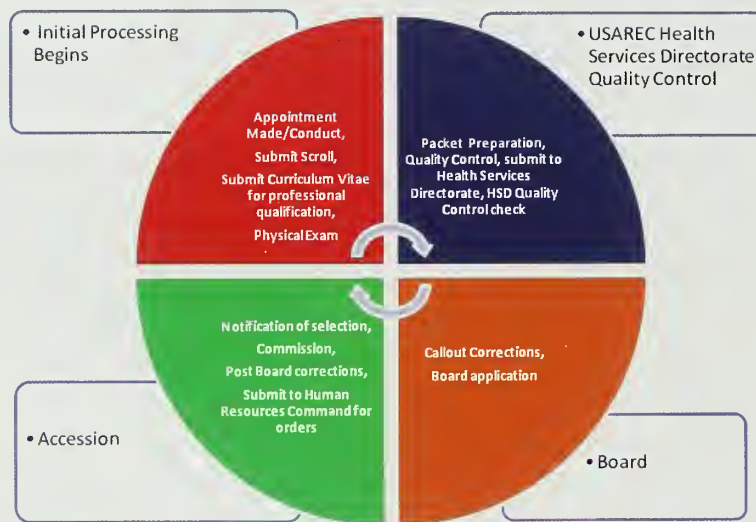
"It can get pretty convoluted," said Stubeda, who's been working in medical recruiting in some form or another since 1985.

The lengthy process can be frustrating for both the applicant and the recruiter, according to Stubeda. Applicants want

to know where they stand and recruiters have to keep them motivated throughout the entire process. He said information sharing is critical every step of the way.

"The more applicants know, the easier it is for their transition," he said.

## Board Processing Cycle





# Lecturing on Army Medicine

## 5th MRBn Develops Medical Outreach Program to Take AMEDD Story to America

5th Medical Recruiting Battalion

It was standing room only at the Michael E. DeBakey Veteran's Affairs (VA) Hospital in Houston Oct. 18 when Lt. Col. Clinton Murray, one of the Army's top infectious disease specialists and director of the Infectious Disease Fellowship at Brooke Army Medical Center, delivered an academic lecture to an auditorium filled with medical students, residents, staff and faculty. His presentation shared a case of a veteran amputee who developed sepsis during follow-up treatments and discussed several cases of highly resistant bacteria in medical facilities throughout Iraq and Afghanistan.

This type of dialogue and collaboration with the Army Medical Department is "exactly what we need in order to improve care at VA medical centers," Dr. Daniel Musher, Director of the VA's Infectious Disease Services, said after the lecture.

Murray's presentation was coordinated through the 5th Medical Recruiting Battalion's Army Medical Outreach Program, developed in June 2010 to create working relationships with civilian medical programs and generate interest in Army Medicine.

The 5th MRBn's Education Services Specialist, Stephen Goering, contacts civilian medical programs to offer medical lectures that meet their civilian Graduate Medical Education requirements. Once the curriculum or educational needs of a program are identified, he coordinates with an appropriate AMEDD physician who shapes an academic lecture to meet the request.

"The most sought after requests from civilian medical programs are combat trauma lectures with relevant case presentations," said Goering. "It doesn't matter where you live; you are not going to see many patients in a civilian emergency room with trauma from an improvised explosive device or a rocket propelled grenade. Those are wounds that are only seen by medical professionals serving in a war zone. And civilian programs are interested in having Army doctors share their lessons learned while deployed in a theater of operations."

For 5th MRBn recruiters, the outreach program is a dynamic tool to complement existing recruiting tactics. Traditionally, recruiters would approach civilian programs and request time to present information on educational incentives and loan repay-

ment plans. Under the new approach, recruiters accompany Army physicians and surgeons in uniform while they demonstrate the expertise of Army medicine to their civilian counterparts. Theoretically, the audience associates the lecture with the Army uniform and formulates a positive impression about Army medicine and the military.



Dr. Daniel Musher and Lt. Col. Clinton Murray

"By presenting Army medicine through didactic lectures, we are shaping and marketing Army medicine," said battalion Executive Officer Maj. David Bauder, who, with the Operations Officer Maj. Robert Garcia, was instrumental in crafting this new approach.

"The Army Medical Department is at the forefront of medical research, technology and methodology. Because of the current operations in the Middle East, military medicine is changing the approach to civilian medicine and trauma care ... and we can capitalize on this in recruiting."

With only four months in operation, the program has already generated some posi-

***"By presenting Army medicine through didactic lectures, we are shaping and marketing Army medicine."***

***— Maj. David Bauder  
5th MRBn Executive Officer***

tive results. To date, the 5th MRBn has conducted nine medical lectures with civilian medical programs of varying specialties and has 18 more presentations scheduled through February.

Army physicians have been well received and the feedback from the civilian medical institutions has been extremely positive, according to Goering. Under this new program, recruiters have been able to penetrate medical markets that were previously inaccessible to them. Institutions such as the Baylor College of Medicine, University of Texas MD Anderson Cancer Center in Houston, and the University of Missouri at Kansas City have opened their doors and allowed recruiters access to their programs.



# 'Hail Mary Pass' May Ease Priest Shortage

By Lisa Soule  
2d Medical Recruiting Battalion

Chaplain recruiters are hoping an investment on the front end will answer the Army's critical shortage of Catholic Priests.

"It's our own Hail Mary pass," said Special Category Army Recruiter Chaplain (Capt.) Paul Halladay. The move has recruiters turning their attention to ROTC students and seminary hopefuls who are good contenders for Army Chaplain Candidates. At Fort Leonard Wood, Mo., recruiters also are involved with the Serra Club, which promotes vocations to Catholic priesthood and helps identify individuals who want to be seminarians. When an individual already within the ranks can be identified to study for the priesthood to serve someday as an Army chaplain, then an agreement can be reached between the Archdiocese for Military Service (AMS) and the individual's bishop to ultimately release the person to the Army chaplaincy.

The play's success won't be gauged instantaneously. Once the candidate finishes seminary, he must gain three years of service in a Catholic diocese before he can practice in the Army. "We have to wait for the receiver at the other end to catch the ball," said Halladay, extending his football analogy. "This pays specific dividends in terms of designated chaplains. It will take some time, but the payoff is very good."

The focus is just part of an overall plan to boost the number of Army priests. While 21 percent of the Army force is Catholic, priests represent only 6 percent of the active duty chaplain corps. With 180 priests in all components — Active Duty, Reserve and National Guard — the Army's total shortfall amounts to 408 priests.

Chaplains say they are taking a creative approach in order to address the shortage. Chaplain (Maj.) Peter Dubinin likens the team's approach to Special Forces troops who, when dropped into a foreign environment must identify the key players and leadership structure, craft a plan to win their confidence, get buy-in and bring all concerned on board. "All of our situations require that we think outside the box," Dubinin said. "We have to determine how to crack markets and cultivate what is sometimes a very limited pool with a number of different layers controlling access to that pool."

One of those layers in the Catholic Church is that of the gatekeeper. Although a priest may express a desire to serve, it is ultimately the bishop who decides who may leave the diocese for Army priesthood. "The Catholic church is experiencing a vocation crisis," Halladay said. "With a deep shortage, bishops are not very willing to let their priests go."

While the challenge can be frustrat-

ing, chaplain recruiters note that the gatekeeper situation will always exist. "It's the small funnel that every priest has to pass through," Halladay said. "One way to work with that dynamic is to increase our emphasis on other areas."

Besides eyeing ROTC cadets, the chaplain recruiters also explore partnerships with civilian organizations of the Catholic Church engaged in realization of the same objective — to place priests in the chaplaincy to serve Roman Catholic faithful in uniform. In working with these organizations, individuals identified for future service in the Army can be more easily channeled to the Army chaplaincy through each step of their priestly education and formation. Another tactic awaiting implementation for chaplain recruiting is MAVNI (Military Accessions Vital to the National Interest); MAVNI will permit foreign born Roman Catholic priests in the United States on religious worker and student visas to make application to the Army Chaplain Candidate program or Army chaplaincy.

While finding 400 priests to shore up Army numbers may seem like a daunting task, Halladay said the recruiters never think of the feat as impossible. "If we do, then we will come to view it as 'what is acceptable?'" he said. "Our goal is full coverage. We keep that standard in front of us."



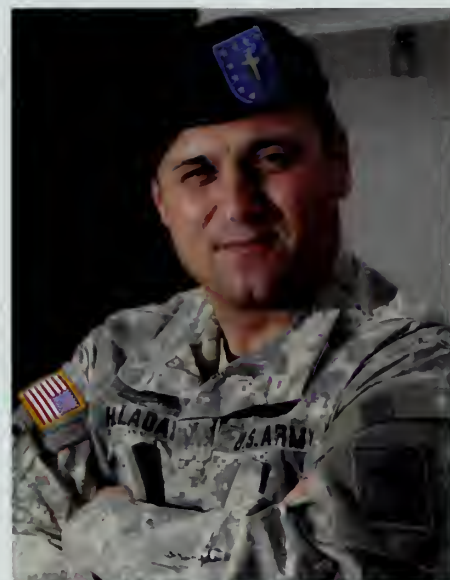
# Note to Recruiters: Don't Enlist a Priest!

## *(And Other Ways You Can Impact the Chaplain Mission)*

**I**t may seem like it should go unsaid. Don't enlist a Catholic priest, or any member of the clergy for that matter. But it happens.

"We have encountered a couple instances where a foreign born Roman Catholic priest showed up at a recruiting station and indicated he wanted to be a chaplain only to find himself on an enlisted contract and off to Basic and AIT," said Chaplain (Capt.) Paul Halladay, a special category chaplain recruiter. "We say it somewhat jokingly, but if you encounter a member of the clergy who wants to be a chaplain — refer them to a chaplain recruiter."

Chaplain recruiters divide the country into five teams to recruit seminarians and clergy which fall principally into the protestant denominations. Special Categories has a world-wide mission recruiting seminarians and clergy of the Catholic, Orthodox, Jewish, Muslim and Buddhist faiths. If you encounter a member of the clergy expressing a desire to be an Army chaplain, please contact a member of the appropriate team for your area.



Chaplain (Capt.) Paul Halladay

# What Does it Take to be a Chaplain?

By Sgt. Maj. Richard Hendricks  
Chaplain Recruiting Team

**R**ecruiters are likely to have folks walk or call in requesting information on how to become a chaplain in the Army. Too often we hear a recruiter enlist a qualified chaplain applicant thinking the process is to apply from within the ranks. The chaplaincy actually has two direct-commissioning programs available to those who qualify and it is only a chaplain recruiter who can appropriately process them.

### Chaplain Candidate Program

This is like ROTC for chaplains. If qualified and selected, the individual is commissioned as a Second Lieutenant and serves in the Selected Reserve under the direct supervision of a chaplain. Like all Soldiers, a chaplain candidate must qualify physically and morally; additionally, one must be 18 to 39 years old with a bachelor's degree of not less than 120 semester hours and enrolled or accepted for enrollment at an accredited graduate school leading to a minimum 72 semester hour program of study in theology or a related subject. If one is within six months of graduating and is interested in applying for a graduate school to pursue a theology or related degree, please refer them to a chaplain recruiter.

### Chaplain Program

Once an individual has a 72 semester hour or greater graduate-level degree in theology or a related subject (for example a master's of Divinity, or master's degree in theology or religious education) and meets all the other qualifications (44 years old or younger (46 for the Army Reserve with prior service)), they

can go before an Accessions Selection Board to be considered for a direct appointment as a chaplain. Most are commissioned as a first lieutenant and some as a captain depending on civilian experience.

Active duty is highly competitive and without a minimum of two years of full-time service as a civilian spiritual leader in worship after becoming educationally qualified, one will have to consider the Army Reserve chaplaincy to gain that experience. Again, if you have someone who is close to these qualifications please refer them to a chaplain recruiter.

### Credentials

All chaplaincy applicants (chaplain candidates or chaplains) require approval or endorsement from a Department of Defense recognized religious body. The chaplain recruiters are uniquely qualified to assist prospects interested in pursuing the ministry of the Army chaplaincy. If you are in doubt, please contact the Chaplain Recruiting Branch or a regional chaplain recruiter for assistance.

If one does not meet the above educational requirements but is still interested in serving Soldiers in a religious support role, you may suggest the chaplain assistant MOS. This is an enlisted position and it is your responsibility to process them; however, this is not the means by which one becomes a chaplain.

The USAREC team is encouraged at all levels to work together to refer those who desire Army service whose qualifications do not match the programs for which we are responsible. Chaplain recruiters will forward enlisted prospects to NPS recruiters, and ask them to do the same.

# Leading Chaplains

## Station Commander Strikes Balance for Success

By Lisa Soule  
2d Medical Recruiting Battalion

Two Catholic priests and one Eastern Orthodox priest recruit future chaplains — and a sergeant first class commands the station. It's not the setup of a joke. It's the way the Special Categories Chaplain Recruiting Team is organized.

The Fort Meade-based Special Categories Chaplain Recruiting Team is responsible for fulfilling the Army's mission for Buddhist, Jewish, Muslim, Orthodox and Roman Catholic chaplains.

In traditional recruiting offices, junior noncommissioned officers serve as recruiters and senior NCOs serve as station commanders. But in this case — with commissioned officers doing the recruiting — the station commander finds himself in a unique situation.

"It's a peculiar arrangement, said Chaplain (Maj.) Peter Dubinin, who acknowledged that recruiting station organization charts grew out of the more traditional, non-prior service side of the house. "But it is just the right job for an NCO who is looking for a challenge."

Sergeant 1st Class James Benn has accepted that challenge. But rather than turn strategy on its head, Benn uses an approach that has worked well for him in both a traditional station and in another distinctive environment with the Special Operations Aviation Regiment.

"We're all familiar with directives," Benn said. "But every NCO knows that you don't give an officer orders. Instead, I provide direction, motivation and purpose."

Benn brings with him the many lessons he learned while recruiting in the 160th Special Operations Aviation Regiment (SOAR). In that position, warrant officers served as the subject matter experts. "They gave one part of the briefing, and I gave another," Benn said. "Having everyone understand their role is important and keeps us on track to make mission."

Benn is also picking up lessons from the chaplains that he thinks could translate well to the rest of the force. That lesson is to slow down.

"Recruiting is high-intensity all the time," Benn said. "But chaplains are more laid back. That's something recruiters can learn from chaplains. They are somewhat reserved, and striking that balance can still lead to meeting objectives. I'm learning that that particular attribute makes sense in this mission."

Part of that slower pace is dictated by the complexity of the



Sergeant 1st Class James Benn and Chaplain (Maj.) Peter Dubinin

special missions chaplain recruiting.

Prospects for Army chaplains need the endorsement of their particular faith group. On the Catholic side, agreements also must be struck between the bishops and the archdiocese before a priest can enter military service.

"When it comes to recruiting chaplains, there are so many factors outside the confines of the office that impact the job," Benn said. "There is a lot involved, and much of it is waiting on others."

When it comes to the business of recruiting, Dubinin describes chaplains as people who, by their vocation, are very relational. In practical terms, Dubinin said the recruiters often focus more on their interaction with people and may let technology slide. "I know this makes a station commander — who is tracking our progress through Leader Zone and sees glaring gaps in our process tracking of leads, prospects and applicants — want to pull out their hair," Dubinin said. "It's not that we are not tracking, we are slow to record in the technology what is going on."

On this front, Dubinin said Station Commander Benn has made a difference.

"After a year of consistently boxing us about the ears, he is, I think, beginning to see progress with the chaplains updating their "box" more regularly," he said.

Speaking a common language is also important in this role, Benn said. "As a station commander, I am the one who's held accountable," he said. "It's challenging from time to time, but everything comes down to respect and mutual understanding."



# Recruiting Station Information at Your Fingertips

By Pete Carrion  
G6 Support Systems Branch

How can recruiters or other accessions personnel easily find contact information for other stations, ROTC schools and National Guard units within their area? Unknown to some, there's a utility on the Enterprise Portal that makes it both easy and quick to locate and pull up information for any U.S. Army Accessions Command unit with a Recruiting Station Identifier (RSID) — from addresses and phone numbers to assigned recruiters/personnel or staff — worldwide.

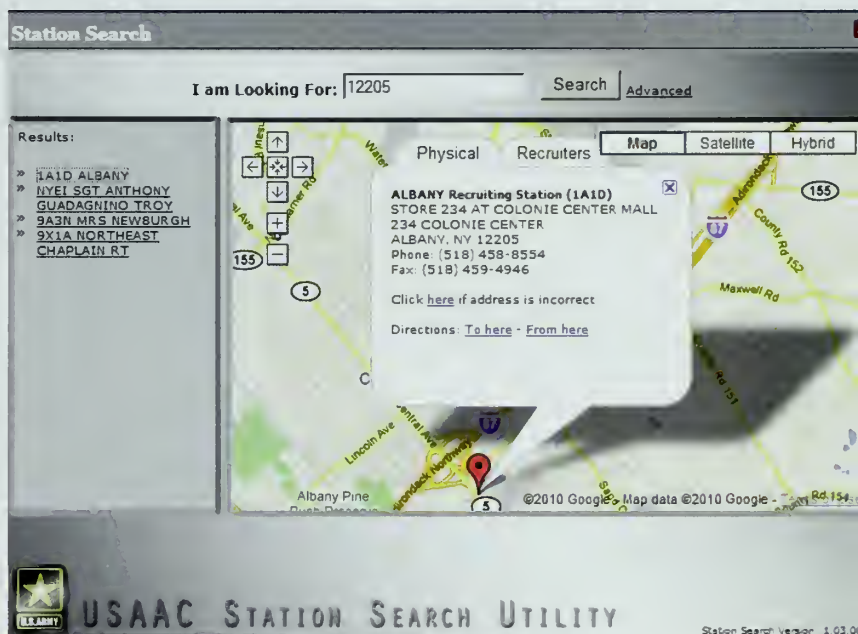
The Station Search Utility described in this article can be accessed from within the portal. There is another version of the Station Search Utility available on the USAREC public Internet page,

www.usarec.army.mil.

The screen shots included in this article are from the USAAC Enterprise Portal, but the information provided applies to other command portals, such as Recruiting Command and Cadet Command.

When Station Search is launched (under the "Applications" area from the portal), it presents the user both a quick search and advanced search feature.

The quick search allows the user to enter an address, city, state, and/or ZIP code (or even an RSID or portion of an RSID if known) to locate the accessions unit(s) they are looking for.



As its name implies, the advanced search allows a user to be more specific by presenting them with additional options to specify:

- Whether the criteria they enter is regarding an RSID, address, city, state, or ZIP, and/or
- A specific component they're interested in (Cadet Command is a new addition to the components dropdown list, and there are plans to add a Junior ROTC option in the near future).

Once a user has entered their desired search criteria, Station Search will return a list of the accessions units (in the form of links) that match the entered criteria.

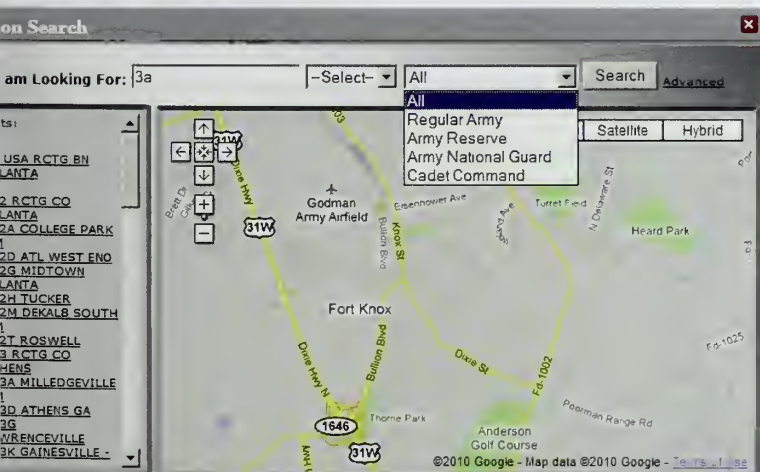
At this point, one has only to click on the desired accessions unit's link to bring up its name, address, phone and fax numbers, and location on a map.

This contact information is shown on the "Physical" tab, the default of two tabs that appear. The remaining tab, labeled "Recruiters" (or "Staff" for Cadet Command), allows a user to see the personnel assigned to the organization and obtain an assigned person's e-mail address and phone number.

In addition to providing address and contact information, the map feature includes options to change from a regular map to a satellite view (or a combined hybrid map), to submit an address correction if needed, or to get directions to the recruiting organization being displayed.

Recruiter might even want to search for their own station information to ensure it is correct in the system.

Questions or suggestions concerning the Station Search utility should be directed to the functional point of contact in USAREC G3, Master Sgt. Leo Chavez, at (502) 626-0066 or via e-mail at leo.chavez@usarec.army.mil.



# Applying Full Spectrum Operations to Recruiting

*By Rick Welling, Chief, Doctrine Division  
Recruiting and Retention School—Forward*

**T**oday's Soldiers are familiar with the term full spectrum operations (FSO). FSO is the Army's operational concept and the core of its doctrine, according to Field Manual 3-0, Operations. References to FSO appear in many discussions relating to combat operations.

Full spectrum operations is not a new concept. The Army has been employing FSO for more than a decade now and through two wars. However, few people have tried to connect the concept with the recruiting environment.

FM 3-0 defines FSO as Army forces combining offensive, defensive, and stability or civil support operations simultaneously as part of an interdependent joint force to seize, retain, and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results. They employ synchronized action — lethal and nonlethal — proportional to the mission and informed by a thorough understanding of all variables of the operational environment. Mission command that conveys intent and an appreciation of all aspects of the situation guides the adaptive use of Army forces.

Notice the vocabulary: Offensive and defensive operations, seizing and exploiting the initiative, lethal and nonlethal action — we're talking combat! High explosives, engaging with and destroying the enemy! How can we seriously use such words in the same sentence with recruiting?

Given the definition, you might conclude that FSO has little or nothing to do with recruiting operations. However, we can take that full spectrum and tie it to recruiting operations in a meaningful way.

Remember, FSO is an operational concept. If you think about it, we have been performing FSO in recruiting since the military draft ended in 1973. Recruiting operations — decisive, shaping, and sustaining — are all achieved by engaging Army forces simultaneously as part of an interdependent joint force to exploit the initiative.

Now think about how USAREC performs recruiting operations. We engage the proponents of every military occupational specialty and branch. We involve the Training and Doctrine Command, Accessions Command, Human Resources Command, Military Entrance Processing Command, the Army Corps of Engineers, the Army Staff, the Department of Homeland Security and many others.

At the local level, recruiters work daily with police agencies, courts and probation officers. Recruiters regularly call on officials who maintain vital statistics and other public records. They get

medical records from doctors and hospitals, and of course, they work closely with secondary and post-secondary school officials.

In fact, this command could not achieve its mission — to provide the strength of the Army — without engaging many other organizations, both military and non-military. Think about your area of operation and how many forces work to assist you with achieving a decisive victory.

Every Army leader who describes training has said, "Train as you fight."

Therefore, it makes sense to add full spectrum to training. In fact, we need to engage all forces to train as we fight or perform operations.

As a way to develop a robust training plan for station level and above, you may want to involve people who represent the forces that help you.

For example, a station commander completes a training assessment and finds recruiters don't fully understand the organization and structure of the local community college. The station commander calls the college president and describes the situation. The college president agrees to host training where the staff will explain their roles and functions in detail.

The station commander decides to continue this process with other organizations: local police departments, the mayor's office, chambers of commerce, veterans, social organizations and area schools.

Then the station commander schedules training with the neighbors: Navy, Air Force and Marine recruiters, Army Reserve and National Guard units, and the Military Entrance Processing Station.

The station commander's intent was two-fold. First, he wanted to ensure his team understood the mission of each organization, met the people, and understood how these organizations can assist them with the station's mission. Second, he wanted to expand his network by introducing his team, explaining the station's mission and explaining what his team can provide to each of these organizations.

The station commander has developed a full spectrum training plan with defined training topics for each week spanning an entire year.

Of course this is only one example of how you can apply the full spectrum concept to recruiting operations. The key at any level — whether at station, company, battalion or headquarters USAREC — is to develop a concrete working relationship with the forces we engage every day.

Together we all will achieve a decisive victory, provide the strength of the Army and uphold the words written in the Constitution.



# Keeping Safety in Sight

By Brig. Gen. Bill Wolf

Director of Army Safety and Commanding General,  
U.S. Army Combat Readiness/Safety Center

It's time again to welcome a new year, and many of our Soldiers and families will be busy these next few weeks planning holiday vacations, anticipating visits with loved ones and friends or, for some, preparing for another rotation to theater. During these hectic days, every minute counts — but we can't let our guard down when it comes to safety.

It's a well-known fact that off-duty vehicle crashes claim more of our Soldiers every year than any other accident cause, and our fiscal 2010 trends were no exception.

During the year, we experienced an increase in privately owned vehicle (POV) deaths overall, due in large part to a 31 percent jump in motorcycle fatalities. In real terms, our 2010 POV statistics represent 114 Soldiers lost forever to their formations and families. This fact is particularly heartbreaking when considering the majority of these accidents were preventable. Indiscipline, whether speed, failure to wear seat belts and personal protective equipment or driving under the influence of alcohol (and sometimes all three), was cited as a primary factor in many of these deaths.

As important as POV accident reduction is, however, we can't lose sight of the often subtle hazards that inevitably claim a few Soldiers annually. It's hard to believe we closed fiscal 2010 with more sports fatalities than all of 2009. We also saw an increase in fatal pedestrian accidents during the year, the last occurring when a Soldier was killed while walking in the roadway after a night of drinking. And among other accidents, we lost nine Soldiers to drowning, three to falls and two to privately owned weapons discharges.

In our Army, a loss is a loss, no matter how it happens. While we will continue to work hard through leader and family engagement to permanently reduce vehicle accidents, we must consider just as seriously the other hazards that can take our Soldiers out of the fight. There's no such thing as a mundane mission or just another day off — safety is a full-time responsibility, and it's our job to protect the Soldiers entrusted to our care.

There are several ways we can remain vigilant in our fight against all accidents, even those that seem the most unlikely. First, always listen to what your Soldiers are saying. The most valuable eyes and ears you have are the Soldiers who work side by side every day and the NCOs who lead them.

If someone is taking unnecessary risks, it's almost certain somebody else knows. Never underestimate the creativity of your Soldiers either; they just might have a solution for your most frustrating safety problems. Take an interest in everything your Soldiers are doing, and foster a culture where communication

flows freely and composite risk management is the first block checked before a team heads out on a mission or the unit leaves for the weekend.

Another vital resource for leaders is the Army Readiness Assessment Program (ARAP). No matter how hard they try, commanders are often unaware of every hazard their Soldiers face. Through ARAP's anonymous and confidential surveys and follow-up briefings, commanders can get a true sense of their Soldiers' concerns and their unit's safety climate. The program continues to receive overwhelmingly positive feedback from commanders and has become a highly trusted and valuable tool for our Army's leaders.

Finally, I encourage you to take advantage of the expertise of the safety professionals within your command. All our Army's safety personnel — civilians, aviation safety officers and additional duty safety officers — have been trained to help reduce risk and fight accidents. They also have access to the most up-to-date safety information, including preliminary loss reports and daily accident statistics that break down current fatality data by category and duty status. Their knowledge is power for both you and your Soldiers.

Oftentimes in safety, the devil truly is in the details. Look out for the subtle hazards, and remember that no risk is ever too small to merit consideration. Thank you for what you do every day for our Soldiers, families and civilians, and I wish each of you a happy, healthy and safe 2011.

Army Safe is Army Strong!

*Editor's Note: The statistics quoted in this article may change somewhat in the coming months due to late reporting. A comprehensive review of fiscal 2010 Army safety performance will be featured in the January 2011 Knowledge magazine, <https://safety.army.mil>.*

**USAREC FY 10 Accident Statistics**  
 Government vehicle accidents - 257  
 Personal vehicle accidents - 5  
 Personal motorcycle accidents - 8  
 Personal injury accidents - 23  
  
 Fatalities: 2 (both motorcycle accidents)





# Recruiters Mentor JROTC Cadets

## During Ranger-Type Competition

By Fonda Bock  
Associate Editor

**H**igh school students, some as young as 15, were put to the Army Ranger test Oct. 3.

On that warm, autumn day, after first running a mile, the 44 teenagers, all JROTC students, set out for a demanding 12-mile road march interrupted nearly every mile by a series of challenging Soldier tasks.

"It was a constant physical effort," said Sgt. Arthur Taylor of the Roanoke Station. "It was very tiring and because it was a timed event, they had to keep going, it pushed their physical abilities as individuals.

The annual event, organized by Carroll County Virginia High School JROTC instructor Mark Carper, brings together teams of four JROTC students from different schools to compete in a "Raider Challenge" modeled after the Best Army Ranger Competition. A Raider Challenge is a physically demanding outdoor competition. Local recruiters, including Taylor, participated by grading tasks and offering tips and advice.

Dubbed "Raider on the New" because it follows a flat path along the New River in Hillsville, Va., the scenic nature trail would have likely been a fairly easy hike had it not been for having to climb a rock

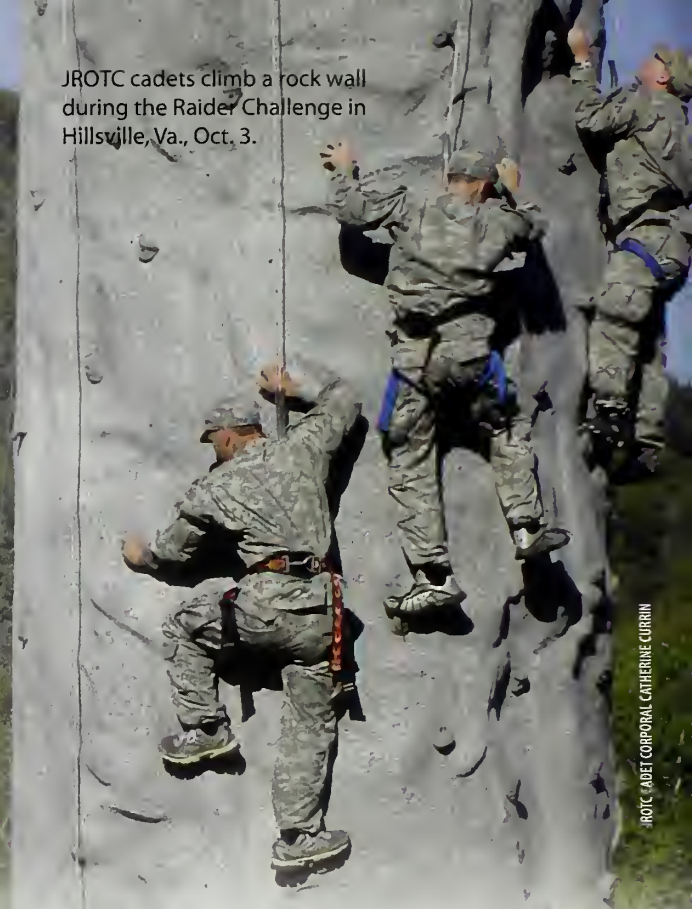
wall, completing as many correct sit-ups and pushups as possible in two minutes, completing a land navigation course, doing terrain identification and map reading, transporting a simulated casualty 200-400 meters while maneuvering through obstacles, crossing over a one rope bridge across 40 to 100 feet of water and completing an azimuth course in a canoe.

"You've got to get four people to work together to accomplish it," said Carper. "It's hard, some are fighting the event and fatigue. You see some kids wanting to quit in the middle of the event because they're struggling and just exhausted and other kids trying to motivate them, but you can only go as fast as your slowest team member."

"It was real challenging and fun at the same time," said 16-year-old Greg Dalton, a sophomore at Carroll County High School, who said he'd never done anything like this before. "The first hours were okay, but then it got tiring. The rope bridge was what really got us, going across it after we'd done all those other things. Then we got on that bridge and starting pulling. It took a lot of energy out of us and made it difficult for us to pull across the rope."

A total of four recruiters from the Wytheville and Roanoke Stations were invited to help out. Even though this wasn't a recruiting, lead gathering event, Sgt. 1st Class Charles Myers, Wytheville

JROTC cadets climb a rock wall during the Raider Challenge in Hillsville, Va., Oct. 3.



JROTC ADET CORPORAL CATHERINE CURRIN

station commander, said the Army gained credibility by having recruiters participate.

"Any chance to have students and faculty perceive us in a light other than trying to gain enlistment is positive. The term 'recruiter' has, in the past, had a negative connotation. Our goal is for our schools to see that we are Soldiers, husbands, father and mentors."

That image and message got through to 17-year-old Sean Bairos.

"I like that the recruiters are there to share their wisdom. They have taught me different techniques for various events the last two years."

"I got the ability to go out and train a younger generation on teamwork and cooperation," said Taylor. "It helped me as a leader and tweaked my abilities to help youth with their training needs and mentor them."

The purpose of JROTC, said Carper, is to help build better citizens by emphasizing values like leadership and discipline, not to groom students to become Soldiers, as is commonly thought.

He invites recruiters to help with this competition because of their experience with doing the common Soldier tasks and the assistance and mentoring they can provide to the cadets.

He adds, however, if the students do want to join the Army after they graduate, he will help them do so.



## Maine Company Participates in Annual Run for Fallen

By Staff Sgt. Patrick R. Kaufmann  
Maine Recruiting Company

Maine Company Soldiers awoke just a bit earlier than usual Aug. 22, pulled on a variety of physical fitness gear and strapped running shoes to their feet. On a Sunday. The expressions on their faces were not unlike those on any Soldier who has ever prepared to enter the fray — eyes narrowed, mouths tightened, and heads held high with determination to execute a particularly difficult mission.

They assembled in downtown Ogunquit, Maine, where a crowd of families, friends and even a casual onlooker or two had similarly gathered to pay tribute to the 65 Soldiers, sailors, Marines and airmen who have given their lives in the defense of this nation throughout the Global War on Terrorism. They were gathered to participate in the third annual Run for the Fallen. The 65 Maine servicemembers were to be honored over 65 kilometers, from Ogunquit Center to Monument Square in Portland, Maine, each kilometer marked with an American flag and a photo of the fallen.

“The race and what it stands for is an amazing event, and an honor to participate in,” said Sgt. 1st Class David Huntington, Portland Station. “Each servicemember we ran for on Sunday paid the ultimate price for this country and deserves our utmost respect. At the end of the day, when we all crossed the finish line together in Monument Square it was our small token of appreciation and the greatest feeling in the world.”

The event began with a reading of the names, a sort of roll call for the fallen. The roll call was followed by a short prayer and the national anthem, as well as a 21-gun salute by the Marine Corps League. At the completion of the ceremonies, the crowd stepped aside to allow the runners to line up behind a procession of trolleys, a lead truck, and the police escort. Then, with a “Ready, Set, Go!” the runners were off, the streets of the small town echoing with the pounding of feet and the enthusiastic cheers of well-wishers.

Step by step, block by block, the Soldiers participating pushed themselves north as they left Ogunquit behind. They met each kilometer with determined grimaces on their faces, nodding to the families who’d gathered at the pictorial memorials for each fallen native of Maine and waving absently at the applause from passing vehicles.

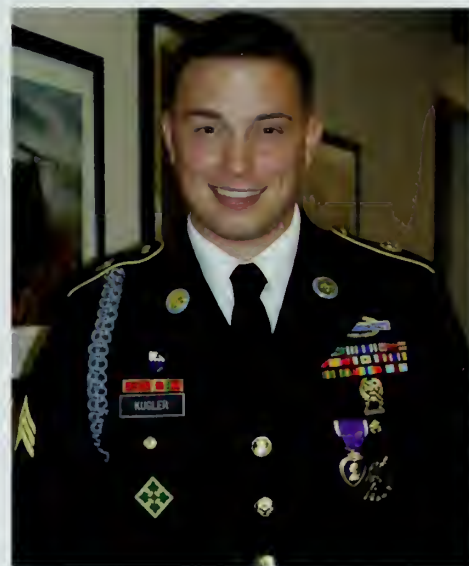
“It was great to see the outpouring of support from the local community,” said Saco Station Commander Sgt. 1st Class Jeffery Marks. “This honor was felt very personally by two of our recruiters (Sgt. 1st Class Harry Buttery and Staff Sgt. Wesley Spaulding) who are themselves Maine natives.”

Finally, after six hours and nearly 40 miles of Maine highway behind them, the weary crew of Soldiers joined the other runners into downtown Portland. They ignored blisters and aches and came together to reach the very heart of the city. The buildings surrounding the square shook with the triumphant cheers at the course’s end, and Soldier and family member alike looked back up the street, reflecting on the miles crossed and the 65 reasons they were all out here to begin with.

“Coming across that finish line was an awesome moment that capped off what was probably the single most inspiring event I’ve participated in throughout my military career!” said Maine Recruiting Company 1st Sgt. Don Grigsby.



Maine Company Soldiers Sgt. 1st Class Jeffery Marks, 1st Sgt. Don Grigsby, Staff Sgt. Wesley Spaulding, Capt. Josh Jacques, Staff Sgt. Christian O’Keefe, Sgt. 1st Class Harry Buttery, Staff Sgt. Patrick Kaufmann, Sgt. Jason Magnuson and Sgt. 1st Class David Huntington.



Sergeant Kugler is all smiles after being honored at the Purple Heart Ceremony.

## Albany Sergeant Finally Receives Purple Heart

By Capt. John R. Dickens  
Bear Mountain Company

Bear Mountain Recruiting Company Soldiers, families and guests gathered Oct. 1 at the Purple Heart Hall of Honor in New Windsor, N.Y., on the site where the first three Soldiers were awarded the Badge of Military Merit (the precursor to today’s Purple Heart) to pay tribute to the personal sacrifice of Sgt. Jason E. Kugler.

In late October 2006, Kugler and his platoon (the 1st Platoon, B Company, 1st Battalion, 22nd Infantry Regiment, 4th Infantry Division) were set in at an Observation Post providing a 360 degree over-watch of a vital intersection near Khan Dhari, Iraq, in order to deny enemy activities and provide stability to an area where coalition casualties had taken place in the preceding days. After being in place for nearly six hours, his platoon came under attack in a complex ambush of small arms and RPG fire. His platoon suffered three casualties in the vehicle in which he was an occupant. He and his platoon fought through the attack with suppressive fire and were able to safely evacuate their casualties to the Combat Surgical Hospital to receive medical aid.

Kugler was awarded the Purple Heart for his injuries, but processing of the award was delayed for administrative reasons. Albany Battalion worked to ensure the appropriate paperwork was processed so he could receive the award.





Back Row: Staff Sgt. Oliver Thorpe, Sgt. Kent Donley, Sgt. 1st Class Antonio Bobecancel, Capt. Thane Spears and Staff Sgts. Eric Noble, Matthew Burdick and Dawayne Krepel. Front row: Sgt. 1st Class Christopher Smith, Staff Sgt. Billy Nunley, Sgt. Joseph Kelly, 1st Sgt. Nathan Cook and Staff Sgts. Jeremy Morgan and Christopher Varner.

## Fort Drum Recruiters Run Army Ten Miler

On Oct. 24, 13 noncommissioned officers from Fort Drum Company ran the Army Ten Miler. This was the second year in a row Soldiers from Fort Drum Company entered the race as a group — last year five took on the challenge. Company 1st Sgt. Nathan Cook said physical fitness is a priority for Syracuse Battalion and doing something like a 10-mile run inspires recruiters to do more than just the minimal requirements.

“The unit’s goal is to send Soldiers back to the mainstream Army in better physical condition than when they reported,” Cook said. “Participating in this type of event as a company also builds unit cohesion and esprit de corps.”

## Future Soldiers Repair Home for Elderly

Story and photo by Brittany Scott  
Columbia Battalion

While the sun was rising in Columbia, S.C., Oct. 23, Columbia Company Future Soldiers were preparing to do home repairs for an elderly citizen.

The company collaborated with a nonprofit, faith-based, ministry group that does home repairs for the elderly and disadvantaged.

The team consisted of approximately 30 Future Soldiers. “I’ve never done anything like this before so I am just going with the flow,” said Future Soldier Ivan Robinson.

“We’ve had nothing like this before where there is a full team of Future Soldiers out here volunteering,” said Keith Bacon, a site leader with the ministry group. “The house really looks good and is coming along well.”

Homeowner, 78-year-old Mary Yates, couldn’t have been more thankful for the tremendous amount of effort. “This means a lot to me and it’s such a blessing,” she said. “Everyone is so dedicated and such caring people.”

Yates has dealt with home repair problems since 1964 when she moved in. The Future Soldiers did some repainting outside and repaired a few damages inside.

“When you have a home, every day there is something to fix,” she said.

While the team worked steadily on the home, Sgt. 1st Class Kevin Simpson from the Dentsville Station, viewed the opportunity as a time for bonding.

“This is a good way to get the Future Soldiers to understand that everyone isn’t good at just one task and it will help them in basic training to help one another,” he said. “The Army also cares about our communities and just helping out is a way to represent who we are.”



Columbia Company Future Soldiers do repair work to the home of 78-year-old Mary Yates of Columbia, S.C.



## Battalion Leaders Run in Harrisburg Marathon

Story and photo by Christine June  
Harrisburg Battalion

After running in more than 20 marathons, Harrisburg Battalion Commander Lt. Col. Stephen Lockridge decided that was enough.

"It takes a toll on your body," said Lockridge, who's run in well-known marathons such as Boston and Nashville, as well as the 8th U.S. Army Marathon in Korea. "I just figured that I'm getting too old to make my body go through that anymore."

Then an opportunity to display leadership presented itself.

The new Carlisle Company Commander, Capt. Michael Smith, and Chambersburg Station Commander Sgt. 1st Class Christopher Levack wanted to run the 38th Annual Select Medical Corporation Harrisburg Marathon and Relay. The race starts and finishes on the recreational City Island and traverses throughout the city streets.

"I liked the idea of showing 'Team Esprit de Corps' within the battalion and showing 'Army Strong' in the community," said Lockridge.

This was the first marathon for Smith and Levack.

The three crossed the starting line together on Nov. 14 and stayed together for the first two miles, then Levack slowed his pace. Lockridge and Smith crossed the finish line together at 4:14:42. Levack finished in 5:49:31.

Lockridge is now scouting for Soldiers and civilians to run in the Inaugural Gettysburg North-South Marathon May 1.



Staff Sgt. James Morrin from the Morristown, N.J., station talks to a couple of prospects about Army opportunities Nov. 8, at a local video game store after the midnight release of a popular video game.

## New Jersey Recruiters Engage Prospects at Video Game Store

By Chief Warrant Officer 2 Adam Sternglass

When the latest version of a popular video game was released at a Morristown, N.J., video game store in November, five recruiters from the Morristown Station were there to engage prospects.

In connection with the release, recruiters organized a tournament where prospects playing the game on two large screen televisions competed against each other to win Army T-shirts, sweatshirts, water bottles and other PPIs. Recruiters got permission to hold the competition on game store property.

Army technology and vehicles were also on display, including a HUMVEE, an Explosive Ordnance Disposal robot and various weapons systems, including several disabled rifles from Picatinny Arsenal. Picatinny is the headquarters of the U.S. Army Armament Research, Development and Engineering Center.

Donald Brown, a retired Vietnam veteran with 21 years of service, said of the EOD robot, "It's amazing what they can do now."

Most of the recruiters had served in Iraq and Afghanistan and shared their stories and experiences when customers asked.

About 250 people showed up with a few dozen lining up outside the store several hours in advance of the anticipated midnight release of the game.

Store managers said the event was a huge hit. It was a success for the recruiters, as well, said Staff Sgt. Christopher Gentile who helped organize the recruiting effort. He estimates they collected more than 25 qualified leads.



Harrisburg Battalion Commander Lt. Col. Stephen Lockridge and Carlisle Company Commander Capt. Michael Smith cross the finish line together at 4:14:42:49 at the 38th Annual Select Medical Corporation Harrisburg Marathon and Relay Nov. 14 on City Island, Pa.

## GOLD BADGES

### ATLANTA

SSG Bobby Marlowe  
SSG Edward Levy  
SGT Sidney Ervin  
SSG Wendell Mcrae  
SGT Christopher Luntz  
SGT Thomas Tanner  
SGT Russell Stevens  
SGT Edward Coleman  
SGT Leland Barnett  
SFC James McDavid  
SGT Jamie Hawkins  
SSG Wendell Mcrae  
SGT Brian Bores  
SGT Jonathan Thompson  
SSG Dwight Thrasher

### COLUMBUS

SSG Jervey Chisholm  
SGT Douglas Arnold  
SSG Jerome Roettgers  
SSG Jason Volk  
SSG Rodrigo Davis  
SGT Ashton Carl  
SSG Brandon Baumeyer  
SSG Roy Milbrodt

### DALLAS

SSG Marcus Stone  
SSG Timothy Haubert  
CPL Joseph Carpenter  
SSG Eddie Romero  
SFC Samuel Carter

### GREAT LAKES

SGT Nathan Hadd  
SGT Taylor Young  
SGT Ryan Wahl  
SSG Jermaine Bellamy  
SGT Minh Huynh

### HARRISBURG

SSG Jermy Forrester  
SFC Bradley Wagner  
SFC Jason Clevens

### NASHVILLE

SSG Corinna Rudolph  
SSG Joseph Bayes  
SSG Ryan Helfrick  
SFC Robert Hodgins  
SGT Christopher Nelson  
SGT Gordon Ogden

### NEW YORK CITY

SGT Nickolas Crawford  
SGT John Jones  
SFC Duke Lee  
SGT Jose Morell  
SSG Thomas Wilson  
SSG Alexander Arabian  
SGT Jason Guenther

SSG Jonathan Jacobs  
SSG Rony Theodore

### OKLAHOMA CITY

SPC Brandon Anderson  
SFC Sharonnie Hartsfield  
SFC Jason Hickman  
SFC Garrett Thurman  
SSG Timothy Carman  
SSG Timmy Coleman  
SSG Andrew Emery  
SSG Kenneth Feiereisen  
SSG Romone Hollins  
SSG Antoine Leblanc  
SSG Jeremy Neal  
SSG Jason Sandbothe  
SSG Brandon Schild  
SGT John Copeland  
SGT Jimmy Reddell  
SSG Jason Cates

### PHOENIX

SSG Jesse Gordon  
SSG Jason Thomas  
SSG Sean Burroughs  
SSG Charles Othon  
SSG Matthew Scarbrough  
SGT Marisol Casas  
SGT Luka Franklin

### SAN ANTONIO

SFC Kareen Pondexter  
SGT Mack Evans  
SGT Kyle Davis  
SFC Michael Rojas  
SSG Christopher Banzet  
SSG Nathan Duke  
SSG Samuel Woodberry  
SGT Jennifer Ortizchajon  
SFC Elizabeth Steiger  
SSG Anesta Willard  
SGT Randy Stephens  
SSG Nicholas Rossetti  
SSG Juan Aleman

### SEATTLE

SFC Travis Case  
SSG Damon Hewin  
SSG Joshua Jackson  
SSG Joe Ramos

### SOUTHERN CALIFORNIA

CPL Brandon Grant  
SGT Johnny Burnett  
SGT Erik Karpatis  
SGT Cesar Chavez  
SSG Gafatasi Fuimaono  
SGT Daniel Odom  
SGT Victor Camacho  
SSG Paul Briscoe  
SSG Javier Badillograjales  
SSG Jerry Nguyen  
SSG Glenn Corpuz  
SSG Eric Budet  
SFC Paul Aquino

## RECRUITER RINGS

### 2D MRB

CPT Kimberly Gregory

### 3D MRB

SFC Albert Cook  
CPT Christian Hallman

### ALBANY

SSG Matthew Boyer  
SFC John Felton  
SSG Derrick Jenkins  
SSG Dustin Purciful  
SGT Joseph Rouille  
SFC James Sullivan  
SFC Andre Walker  
SFC Melissa Wright

### ATLANTA

SSG Leon Carby  
SSG Jeremy Larson  
SGT Marc Scialdo

### BALTIMORE

SSG Patrick Boucher  
SSG Joey Bupp  
SSG David Cavell  
SSG Kevin Cheillada  
SSG Michael Davis  
SGT James Hall  
SFC Wayne Magill  
SSG Esther Simpson-Thompson  
SSG Sean Tilonsky  
SSG Matthew Walker

### BATON ROUGE

SSG Alimameh Fatty  
SFC Michael Keys  
SSG David Ziegler

### BECKLEY

SSG Eddie Adams  
SSG Thomas Askew  
SSG Marcus Brown  
SSG Jessica Byrd  
SGT Jared Diggs  
SSG Jonathan Ray  
SSG Jerrod Worrell

### CHICAGO

SGT Charles Booker  
SFC Stephen Campbell  
SSG Albert Geimer  
SGT Jason Gordon  
SFC Keith Greenwood  
SSG Anthony House  
SGT Blain Jones  
SSG Kristian Jorgensen  
SFC Donald Likens  
SGT Philip Morici  
SSG Erick Pagan  
SSG Yesenia Perezlopez

SSG Edi Rodriguez  
SSG Demetrius Rucker  
SSG Mark Winter

### CLEVELAND

SGT Oveda Brown  
SSG Adam Tingle

### COLUMBIA

SSG Angela Freeman  
SGT Michael Looper  
SSG James Murrell  
SSG Carl Thomas  
SGT Jonathan Vallejo

### COLUMBUS

SSG Matthew Kline  
SGT Jeffrey Sands  
SSG Timothy Toth

### DALLAS

SSG Marcus Dixon  
SSG Edward Holloway  
SFC Jason Peterson

### DENVER

SSG Adalberto Derivasrespeto  
SFC Jerrode Miller  
SSG James Olivas  
SFC Robert Rogers

### FRESNO

SFC Charles Duke  
SSG Robert Durham  
SSG Blandon Green  
SSG John Lavery  
SSG Christopher Millerroot  
SSG Lexie Mitchell  
SGT Austin Policky  
SGT Gaytha Ratzloff  
SFC Marcos Rodriguez  
SSG Brandon Segee  
SSG William Uhila  
SSG Nero Valdemoro

### GREAT LAKES

SGT James Baxter  
SSG Abraham Cano  
SGT David Dunn  
SFC Shawn Flanigan  
SSG Jarroun Freeman  
SSG Marquis Ray

### HARRISBURG

SSG Donald Fugate  
SFC Rebecca Gerber  
SSG John Lanos  
SFC Steven Jones  
SSG Kevin Klepac  
SSG John Kortz  
SFC Eric Miller  
SFC Benjamin Schaus  
SSG Edward Trippett  
SSG Jeremy Ziller

### INDIANAPOLIS

SFC Eugene Breckenridge  
SSG Christopher Blohowiak  
SGT Jason Busby  
SGT James Cullins  
SFC Michael Popa

### JACKSONVILLE

SFC Marada Blakely  
SSG Benjamin Byrd  
SFC Jacob Canterbury  
SSG Joseph Concepcion  
SSG Andy Crespo  
SGT William Duvall  
SFC Vance Frazier  
SSG Joseph Hudson  
SSG Steven Martin  
SSG Desire Ortasanchez  
SSG Gabriel Osirus  
SSG Carlos Pagoada  
SSG Nelson Rios  
SSG Timothy Ruddle  
SSG Patrick Stone  
SSG Dwayne Williams  
SFC Daresa Hunter  
SGT Giovanni Martinez  
SSG Marc Nave

### KANSAS CITY

SFC Steven Armstrong  
SGT Shawndelin Hall  
SFC Robert McClinton

### LOS ANGELES

SSG Abraham Andrade  
SGT David Miller  
SSG Antoinette Mitchell  
SFC Thomas Redmon

### MIAMI

SSG Josue Moran  
SSG Edgardo Pagan

### MID-ATLANTIC

SSG David Dinelle  
SFC Walter Melendez  
SSG Ferdinand Vergara  
SFC Christopher Clark  
SGT Isabel Saldana

### MILWAUKEE

SSG David Curtis  
SSG Dusty Davis  
SFC Terry Gates  
SFC Keith Hess  
SGT Justin Johnson  
SGT Olivia May  
SSG Nicholas Nelson  
SSG Charles Rachunek  
SFC Dennis Robinson  
SGT Melanie Sailer  
SGT Keith Samperisi  
SSG Carl Sonkowsky  
SFC Corey Trobaugh  
SGT Andrew Watt



## MINNEAPOLIS

SSG Derek Beck  
SSG Glenn Durham  
SSG Benjamin Fox  
SGT Brandon Kennedy  
SGT Kelsa Simon  
SSG Andrew Wolter

## MONTGOMERY

SSG Wilfredo Jordan  
SSG Daniel Mayhall

## NASHVILLE

SSG Samuel Gonzalez  
SFC Jacqueline Rotgans  
SSG Michael Thompson  
SFC William Vanover

## NEW ENGLAND

SSG Benjamin Ames  
SFC Arturo Arreola  
SSG Stephen Behan  
SSG Kirk Brutosky  
SSG Shiloh Latourrette  
SSG Dennis Marsh  
SSG Lisa Niedziela  
SSG Wesley Woolford

## NEW YORK CITY

SSG Juan Castillo  
SSG Somond Chaleun  
SSG Orbin Guilamo  
SSG Alberto Pena

## OKLAHOMA CITY

SSG Charles Baker  
SSG Casey Blasi  
SSG Raymond Boze  
SGT Dustin Chamberlain  
SSG James Dodson  
SSG Harvey Johnson  
SSG Melissa Lowery  
SFC Raymond Mason  
SFC Brian Ramirez  
SSG Randy Richardson  
SFC Daniel Santiago  
SSG Patrick Sayles  
SGT Donald Whitecotton

## PHOENIX

SSG Cheston Crawford  
SSG Bruce Dorsey  
SSG Marcus Johnson  
SGT Richard Martinez  
SSG Paul Rogers

## PORTLAND

SGT Charles Dickson  
SSG Kenneth Garrison  
SFC Joel Haarstad  
SFC Reocel Mercado  
SFC Kevin Mitchell  
SSG Dane Phelps

## RALEIGH

SGT John Day  
SSG Michael Esenwein  
SGT Tyler Jackson  
SFC Nachele Reaves  
SGT Matthew Savage  
SFC Ervin Stokes  
SSG John Vick

## SACRAMENTO

SGT Paul Kang

## SAN ANTONIO

SSG Ray Aikens  
SSG Allen Fenwick  
SGT Ruben Guevara  
SGT Jaime Medinamaldonado  
SGT John Mejia

SSG Manuel Santiago

SSG Alfred Sevier  
SFC Curtis Stpierre  
SSG Jeffrey Waldrop

## SEATTLE

SSG Jeremy Briggs  
SSG Maria Eddy  
SSG Harold Fellows  
SFC Jacob Kirk  
SSG Andru Slauenwhite  
SGT Jason Spalding  
SFC Jonathan Stickler  
SGT Alan Underwood  
SGT Paul Wolfe  
SFC Anthony Yates

## SPECIAL OPERATIONS

SFC Michael Crowe

## TAMPA

SSG Michael Bennett  
SSG Miguel Garcia  
SSG Pedro Gonzalez-Soria  
SSG Latoral Johnson  
SSG Dwaine Miller

## MINNEAPOLIS

SSG Joseph Haedtko  
SSG Shari Roskamp

## MONTGOMERY

SSG Eric Hicks

## NASHVILLE

SFC Mistie Morgantatro  
SSG Shane Newcomb

## NEW YORK CITY

SFC Melvin Cuadrado

## OKLAHOMA CITY

SSG Ryan Barkey  
SSG Terrance Chiles  
SSG Michael Lowery  
SFC Vincente Martinezsantiago  
SSG Randy Ward

## PHOENIX

SFC Alfred Austin  
SSG Jason Iseri  
SSG Clifford Mascarenas  
SSG Peter Vanbrussel

## PORTLAND

SSG Alvin Cook  
SSG Jordan De La Cruz  
SSG Minh Matthews  
SFC Robert Schmelz

## RALEIGH

SSG Michael Bone  
SFC Orlando Fair  
SSG Phillip Fontes  
SFC Clarence Harris  
SSG Terrice Williams

## SAN ANTONIO

SFC Sean Anderson  
SSG Jordan Gallimore  
SFC Vincent Iwuchukwu  
SFC Christopher Luera  
SSG Rolen Murchison  
SSG Jason Pagan  
SSG Victor Thomas

## SEATTLE

SSG Christopher Clemenza  
SSG Earl Malick  
SSG Joseph Miller  
SSG Clayton Sumner

## TAMPA

SSG Samuel Davis  
SSG Darren Jefferson  
SSG Stanley Ringer  
SSG Jacob Vaughn  
SSG Idi Whittick  
SSG Mario Youngblood

# MORRELL AWARDS

## 2D MRB

SFC William King  
SFC Sharon Nieves

## 3D MRB

CPT Michael Rakow

## 5TH MRB

CPT Juan Grajales

## ALBANY

SSG Michael Cowles  
SFC Jennifer Harris

## ATLANTA

SSG Michael Gardini

## BALTIMORE

SSG Jessica Begay  
SFC Chris Hubbard  
SFC Jerry Kremin  
SSG Robert Langer  
SSG Vinceson Moore

## BATON ROUGE

SSG Shawn Wilkerson

## BECKLEY

SFC Joseph Berg  
SSG Jonathan Campbell  
SFC John Holt  
SSG William Partrea

SFC Donelle Scott  
1SG Michael Towne  
SSG David Troup

## CHICAGO

SSG Brandy Ballay  
SFC Terrance Brunson  
SSG Steven Buzzard  
SSG Gary Farley  
SFC Vonce Isom  
SFC Bernard Meer  
SSG Marcus Pryor  
SSG Redus Thomas

## CLEVELAND

SSG Kenneth Foss

## COLUMBIA

SSG Eddie Carter  
SSG Faustin Desir  
SSG Allen French  
SFC Hector Lopez

## COLUMBUS

SFC Derek Walters

## DALLAS

SSG Daniel Cruz

## DENVER

SSG Alberto Derivasrespecto  
SFC Jason Disponzio  
SFC Kim Phelps  
SSG Billy Smith

## FRESNO

SSG Alberto Bretado  
SFC Kevin Briggs  
SSG Michael Dempsey  
SSG Matthew Laybourne  
SSG Christian Martindalcampo  
SSG Rath Ouk  
SSG Truong Phan  
SSG Neptaly Ramirezmedina  
SGT Adam Smallwood  
SSG Mark Stephens

## GREAT LAKES

SSG Andrew Brace  
SSG Jason Locke

## HARRISBURG

SFC John Carter  
SSG Michael Knight  
SSG Oscar Martinez  
SSG Param Pamphile  
SFC Heather Serdy  
SFC David Woodruff

## INDIANAPOLIS

SSG Abram Pinnington  
SFC Alan Weddle

## JACKSONVILLE

SSG Troy Adams  
SSG Michael Evans  
SSG John Frey  
SFC Clayton Hardin  
SSG John Herndon

SSG Stalarious Jones

SSG Kory Mayers  
SFC Steven Mollnhauer  
SSG Alfred Pfaff  
SSG Theodore Robbins  
SSG Shandra Roberts  
SSG John Tilley  
SSG Robbie Wolfe  
SSG Brian Mann

## KANSAS CITY

SFC Myron Billingsley  
SSG Pahco Maresh  
SFC John Willis  
SFC Tony Winn

## LOS ANGELES

SSG Matthew Forness

## MIAMI BN

SSG Edgardo Pagan  
SFC Luis Rodriguezrosado

## MILWAUKEE

SFC Justin Daniels  
SSG Timothy Plymale  
SSG Machaerus Stephens  
SSG Thomas Tucker  
SSG Christopher Ullrich  
SSG Marc Weier  
SSG Eric Winter

1. In the WOFT Program, how long are Flight Physicals valid for?
  - a. 6 months
  - b. 12 months
  - c. 18 months
  - d. 24 months
2. How long does a WOFT/OCS applicant have to enter the Future Soldier Training Program once selected?
  - a. 3 days
  - b. 10 days
  - c. 30 days
  - d. 45 days
3. Successful completion of WOFT leads to an appointment as an AD (RA) or TPU (USAR) warrant officer. What is the service obligation from time of graduation?
  - a. 6 years
  - b. 3 years
  - c. 4 years
  - d. 8 years
4. What are the minimum academic requirements for an individual who wants to apply for Army Reserve OCS?
  - a. Baccalaureate degree
  - b. 120 graded and transcript quarter hours
  - c. High school diploma
  - d. 90 graded and transcript semester hours
5. What MOS do Army band applicants access under?
  - a. 45E
  - b. 00F
  - c. 42R
  - d. None of the above
6. You are conducting an Army interview with a high school graduate. You are at the point in the interview where you discuss the prospect's goals and aspirations. What question will generate goal-oriented thoughts and help you learn more about the prospect's aspirations?
  - a. "Now that you have graduated, what kind of plans have you made?"
  - b. "Tell me more about yourself."
  - c. "What are your hobbies?"
  - d. "What do your parents think about your plans?"
7. You are an experienced recruiter assigned to a new recruiting station. You want to learn more about the local recruiting environment so you do a recon of your area. This effort is an example of which step in the four-step process of intelligence gathering?
  - a. Describe the recruiting environment
  - b. Define your local recruiting environment
  - c. Evaluate your market
  - d. Synchronize your effort to high payoff areas and organizations
8. The \_\_\_\_\_ process, determines how many appointments, on average, you must make to get a contract.
  - a. Prospecting
  - b. Leading
  - c. Backward planning
  - d. Follow-up
9. \_\_\_\_\_ are nothing more than steps of the prospecting and processing cycles.
  - a. Chokepoints
  - b. Blueprints
  - c. Temperature check
  - d. Tests
10. Which statement/question is an example of a trial close?
  - a. "When would be the best time to set up an interview?"
  - b. "Tell me about your plans."
  - c. "So what would you like to do after high school?"
  - d. "Can you see yourself wearing an Army uniform?"

The answer key is on Recruiting ProNet. Look for the Recruiter Journal Test Answer link in the left column.

If you want to see the answer key, you must be a member of Recruiting ProNet. If you're not already a member, you're missing out on a great way to learn from other recruiting professionals. To apply for membership, click "Become a member" on the Recruiting ProNet home page: <https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=51486>.



# PHASE LINE SUCCESS



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Brigade

## October Fiscal Year 2011

### Top Large Station

Newark  
Syracuse

Savannah  
Jacksonville

Newark  
Columbus

Carrollton  
Dallas

Lynnwood  
Seattle

San Antonio MRS  
5th MRB

### Top Small Station

Presque Isle  
New England

Natchitoches  
Baton Rouge

Univ. of Cincinnati  
Columbus

Bolivar  
Kansas City

Culver City  
Los Angeles

Burlington MRS  
1st MRB

### Top Company

Richmond  
Beckley

Columbia  
Columbia

Lancaster  
Columbus

Plano  
Dallas

Sierra Nevada  
Sacramento

Orlando MRC  
2d MRB

### Top Battalion

New England

Jacksonville

Columbus

Portland

6th MRB

# ARMY CIVILIAN CREED

I am an Army Civilian - a member of the Army Team.

I am dedicated to the Army, its Soldiers and Civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States  
and consider it an honor to serve the Nation  
and its Army.

I live the Army values of Loyalty, Duty, Respect, Selfless  
Service, Honor, Integrity, and Personal Courage.





UNIVERSITY OF FLORIDA



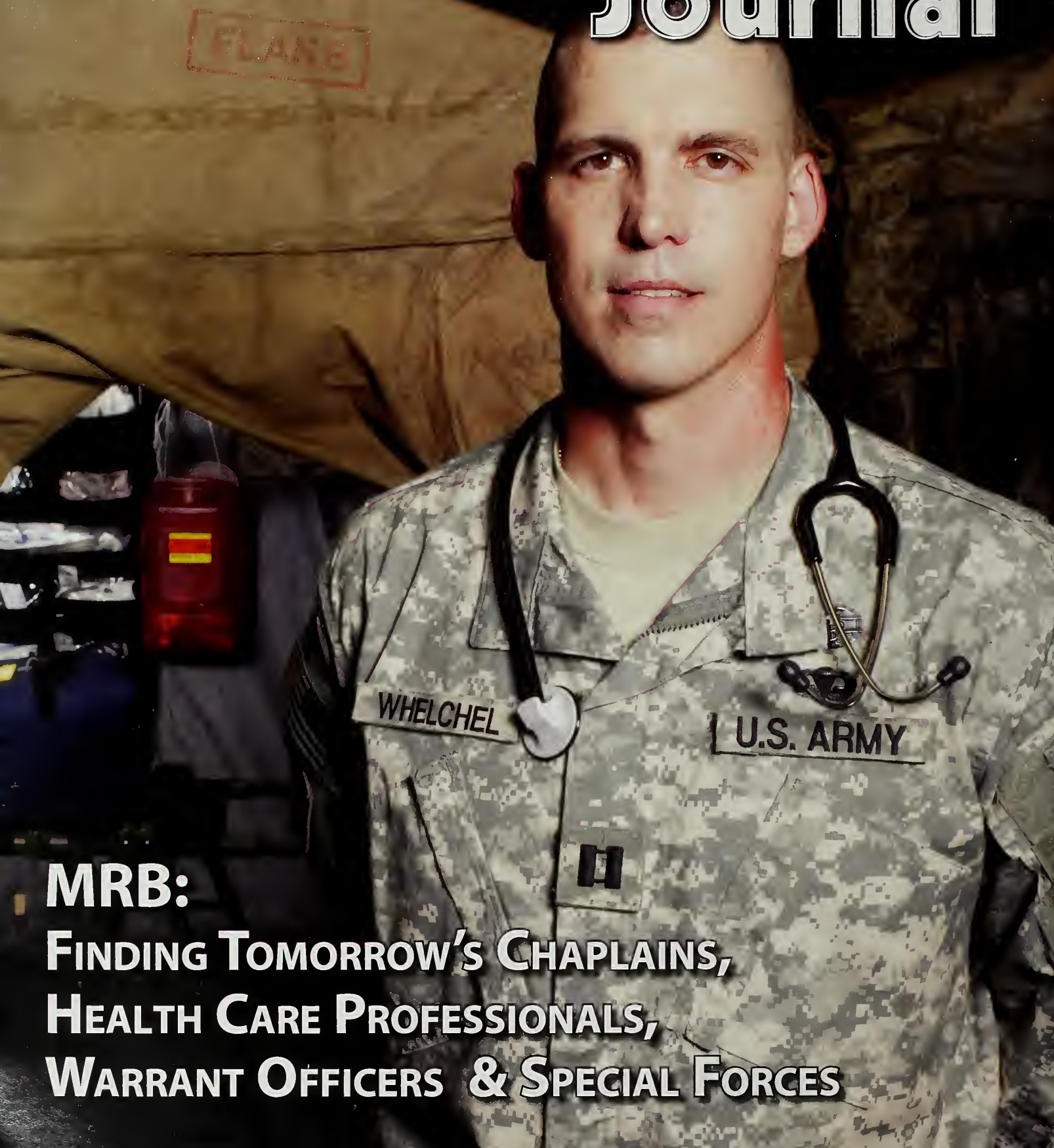
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# RECRUITER

United States Army Recruiting Command

December 2010

# Journal



WHELCHER

U.S. ARMY

**MRB:**  
**FINDING TOMORROW'S CHAPLAINS,**  
**HEALTH CARE PROFESSIONALS,**  
**WARRANT OFFICERS & SPECIAL FORCES**